

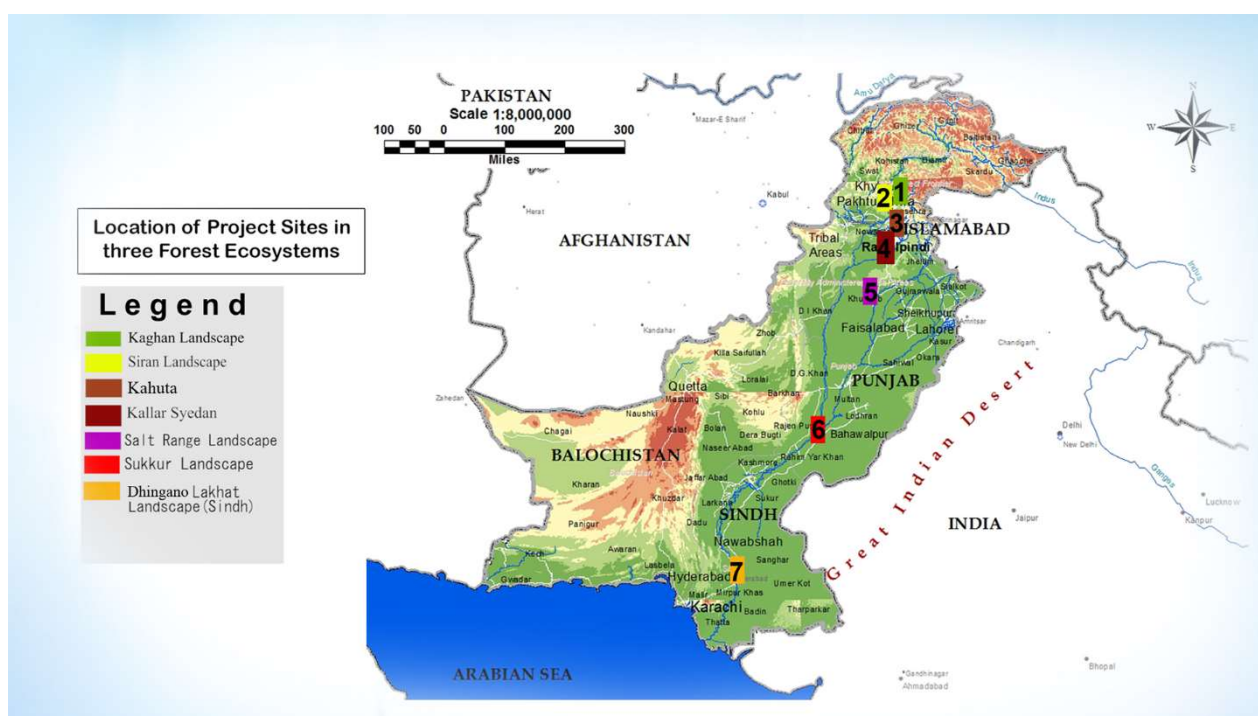
Midterm Review Report

Mid-Term Review - Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests

GEF Project ID: 5660

UNDP Project ID: 4674

Country:	Pakistan
Region:	Asia-Pacific
Focal Area:	Land Degradation, Climate Change, SFM/REDD+ (GEF-5)
GEF Agency:	United Nations Development Programme (UNDP)
Executing Agencies:	Ministry of Climate Change, Government of Pakistan Provincial Forest Departments of Khyber-Pakhtunkhwa, Punjab and Sindh



Date	Version	Comments
November 13 th 2019	01	Draft MTR report
December 25 th 2019	02	Final MTR report

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Opening page

PROJECT DETAILS:

Project Name:	Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests	
Project ID:	UNDP PIMS ID: 4674	GEF Project ID: 5660
Country:	Pakistan	
Region:	Asia-Pacific	
Focal Area:	Land Degradation, Climate Change, SFM/REDD+ (GEF-5)	
Strategic Programs:	Objective SFM-1 "Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services", Objective BD-2 "Mainstream biodiversity conservation and sustainable use into production landscapes/ seascapes and sectors", and Objective CCM-5 "Promote conservation and enhancement of carbon stocks through sustainable management of land use, land use change and forestry"	
Funding Source:	GEF Trust Fund, Government of Pakistan, UNDP	
Implementing Agency:	United Nations Development Programme	
Implementation Modality:	National Implementation Modality (NIM)	
Executing Agencies:	Ministry of Climate Change, Government of Pakistan, Forest Departments of the Provincial Governments of Khyber-Pakhtunkhwa, Punjab and Sindh	

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Closing Date (Planned):	February 3 rd , 2021

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Midterm Review Timeframe:	August-December 2019
MTR Consultants:	Dr András Darabant, Dr Bashir Ahmed Wani

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Executive Summary

The Project is implemented as a multi-focal project under the GEF 5 Sustainable Forest Management/REDD+, Biodiversity and Climate Change Focal areas in the National Implementation Modality by the Ministry of Climate Change, Government of Pakistan as Executing Agency/Implementing Partner. Additional Executing Partners include the provincial Forest Departments of the Governments of 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 Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests		
UNDP Project ID (PIMS #):	4674	PIF Approval Date:	March 21 st , 2014
GEF Project ID (PMIS #):	5660	CEO Endorsement Date:	December 17 th , 2015
Award ID:	00086910	Project Document Signature Date (date project began):	April 17 th , 2016
Country(ies):	Pakistan	Date project manager hired:	January 2017
Region:	Asia-Pacific	Inception Workshop date:	April 12 th - 13 th , 2017
Focal Areas:	SFM/REDD+, Biodiversity, Climate Change	Midterm Review date:	July-December 2019
GEF-5 Strategic Programs:	SFM-1, BD-2 and CCM-5	Planned closing date:	February 3 rd , 2021
Trust Fund:	GEF TF	If revised, proposed closing date:	n/a
Executing Agency:	Ministry of Climate Change, Government of Pakistan		
Other execution partners:	Forest Departments, Governments of Khyber-Pakhtunkhwa, Punjab, Sindh		
Project Financing:	at CEO endorsement (USD)	at Midterm Review (USD)*	
[1] GEF financing:	8,338,000	4,607,467	
[2] UNDP contribution:	Cash 800,000 Parallel 200,000	Cash 193,120 Parallel 350,000	
[3] Government:	Cash 41,620,000 Parallel 6,150,000	Cash 32,284,323 Parallel 1,786,350	
[4] Other partners: (GIZ)	650,000	0	
[5] Total cofinancing [2+3+4]	49,420,000	34,613,792	
PROJECT TOTAL COSTS [1+5]	57,758,000	39,221,259	

*Actual expenditures and co-financing contributions through September 30th, 2019

Project description

The Project aims at promoting Sustainable Forest Management in Pakistan by i) embedding Sustainable Forest Management (SFM) into landscape management plans, ii) strengthening biodiversity in and around High Conservation Value (HCV) forests and by iii) enhancing carbon sequestration in the same landscapes through restoration efforts. The Project is implemented in seven landscapes across four forest types in three Provinces of Pakistan.

Purpose and methodology

This MTR was conducted by a team of two independent consultants at the request of the UNDP Country Office to provide information about the status of implementation of the Sustainable Forest Management Project to ensure accountability for the expenditures to date and the delivery of outputs so that the managers can make midcourse corrections as appropriate. The MTR methodology and approach followed the UNDP Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects along with comments provided by the UNDP CO and provides evidence-based information with an emphasis on credibility, reliability, and usefulness. The evaluation methodology relied on mixed methods, mostly with a lead of qualitative methods, strongly backed up with quantitative methods. Even though the MTR faced considerable limitations mostly due to administrative hurdles and the lack of gender specific sampling, the MTR Team considers the findings to be valid in light of the objectives.

Project progress summary

The Project strategy remains highly relevant in the current socio-political context; however, the Project's Strategic Results Framework has substantial shortcomings which represent challenges for project management.

Progress towards results is **moderately satisfactory**. The Project made considerable progress towards end-of-project targets for several impact and outcome-level indicators, however, continues to face some challenges which limit the attainment of certain end-of-project targets and jeopardize the sustainability of some results. Embedding SFM into landscape level management planning has progressed moderately well. Despite having established a highly impressive biodiversity baseline and thematic mapping of the target landscapes, the core component of landscape management planning is delayed, and it is not ensured whether it will account for the cross-sectoral landscape approach. Supportive policy and regulatory framework instruments (policies, Working Plan Code, monitoring framework) are largely on track. Capacity development progressed well, but is not institutionalized and does not capture all capacity gaps. Conflicts are not explicitly documented, and conflict management is in initial stages. Strengthening biodiversity conservation in and around High Conservation Value forests has progressed moderately well. HCV forests have been delineated in most but not all landscapes. Investments focused on infrastructure and to a lesser extent on core biodiversity-conservation activities. Progress on community-based conservation is substantially behind schedule. Capacity building on conservation and sustainable resource use is adequate for forest department staff, but less so for communities. Enhancing carbon sequestration in and around HCVF in target forested landscapes has progressed very well. Carbon coefficients were developed, and carbon stocks have been assessed, accompanied by thorough capacity development capturing all aspects of theory and practice of carbon forestry. Restoration targets are on track in two of three provinces. Best practices of SFM are expected to be synthesized and disseminated in the second half of the Project.

Project implementation and adaptive management is **satisfactory**. Core project management arrangements are optimal, even though not all agencies were brought on board and procurement regulations were not followed in all cases. Work planning is ambitious, and delivery is high, however work planning is insufficiently results-based. Financial delivery and financial management are excellent; however, the cost efficiency of certain activities is questionable. Co-financing was delivered well, even though direct contribution to the Project is not always ensured. Process monitoring is very strong; however, a number of indicators are not monitored and limited gender-specific data are collected. Government forest agencies and academic, research and training institutions were brought on board in an exemplary manner. Other government agencies and the private sector were not engaged. Community awareness and engagement are not yet adequate. Reporting is timely, but PIRs are missing sharpness, partially due to the problems identified with the strategic results framework. The documentation of risks and adaptive management responses may be improved. Internal communication is excellent and instant. External communication does not follow a strategy but is very strong on social media, local media channels and awareness events. Visibility is high through signboards and promotional gifts. Communication through printed brochures, briefs, etc. is weak and the project website is not operational, certainly owing to the fact that the position of Capacity Building and Outreach Specialist though defined, has not been budgeted and filled.

The sustainability of project achievements is **moderately likely**. Financial risks are moderate, as verbal government commitments exist to continue funding of the implementation of landscape management plans. At the same time, sustainable financing of CBOs and the *nigehban* network is unlikely. Socio-economic risks are minimal in terms of strong and continued political support towards project objectives and achievements. On the other hand, they are substantial due to the lack of mainstreaming broader development objectives, such as gender and social equity. Elite capture of benefits appears to be a particular issue. Institutional framework and governance risks prevail in the case of policies and codes prepared by the Project, as these are available in draft form or have just been initiated and their timely approval is not fully ensured at MTR. Governance risks are substantial for landscape management plans, as these will possibly not be established with cross-sectoral governance mechanisms and therefore will not be in the position to tackle important drivers of deforestation and forest degradation. Community-based organizations established by the Project also bear substantial governance risks due to limited capacities and lack of political equity. Environmental risks are minimal as the Project puts exemplary emphasis on environmental sustainability through the use of native species, promotion of high species diversity in restoration and the promotion of biodiversity-friendly renewable energy sources.

Evaluation ratings

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

Exhibit 2: MTR ratings and achievement summary table for SFMP

Measure	MTR Rating	Description summary
Project strategy	n/a	<p>The project strategy remains highly valid in the context of Government of Pakistan, UNDP and GEF strategic priorities. Particularly the contribution of the strategy to the government's forest landscape restoration targets is noteworthy. The Project addresses the GEF-5 Focal Areas Biodiversity, SFM/REDD+, and Climate Change. Additionally, the Project well addresses UNDP global and national strategic priorities.</p> <p>The strategic results framework at the Output level poses challenges to project implementation. The vague delineation of Outputs leads to substantial overlaps between targeted results, which in turn are inadequately captured by indicators. The resulting problems manifest in weakly results-based work planning, challenges with monitoring, vague reporting and associated challenges of evaluation.</p>
Progress towards results	Objective achievement rating: Moderately satisfactory	Two impact indicators are on target to be achieved, both with a considerable risk of sliding into the category "not on target to be achieved". Progress towards the third was not monitored by the SFMP. The preparation of landscape management plans is delayed and may not account for the cross-sectoral landscape approach. The carbon baseline has been established, but progress towards sequestration targets has not been monitored. Substantial differences between actual and potential sequestration rates indicate challenges in attaining end-of-project sequestration targets. The project has established presence across the entire area targeted for SFM mainly through soft activities. Given that the project's planning instruments have not been prepared, approved and implemented, activities do not yet mainstream SFM across the entire area of targeted landscapes.
	Outcome 1 achievement rating: Moderately satisfactory	An impressive inventory of biodiversity, carbon, socio-economic etc. data was completed, boundaries were surveyed, and delineated, forest areas were recovered from encroachment and thematic mapping was completed for all landscapes. Forest Working Plan Codes are in the process of being revised in all provinces, but a draft document is only available for Sindh. Similarly, the establishment of monitoring frameworks has been initiated in all provinces, but a final draft Monitoring Information System is only available for Sindh. Provincial Forest Departments at all levels are well on track to adopt SFM considerations. Capacity development on ecosystem-based planning tools has progressed well, is however not institutionalized and misses to address important capacity gaps. Capacity development of community members on SFM is not on target to be achieved. Documentation of sustainable and unsustainable resource use practices has progressed particularly well in Punjab, and to a lesser extent in other provinces. Forest conflicts have been non-explicitly documented only in KP, but not in the other provinces and conflict management has not received sufficient attention. The best practices of SFM emanating from Project landscapes are expected to be synthesized and disseminated in the second half of the SFMP.
	Outcome 2 achievement rating: Moderately satisfactory	High Conservation Value (HCV) forests were identified based on biodiversity and forest conditions data in two provinces and are in the process of receiving formal designation in Punjab. Management plans guiding conservation of HCV forest have only been initiated in Punjab. Infrastructure development (inspection huts, roads, wildlife museum, etc.) have received greater emphasis as compared to biodiversity conservation activities in the narrow sense (e.g. species conservation of endangered species, wetland restoration, community-based conservation, etc.). Population baselines of indicator species have been assessed, but population trends have not been monitored for most of them. Efforts for improved community-based conservation of forests have been initiated but progress is well behind target. Community livelihood activities are well received and are pursued with great emphasis, however in most cases lack direct structured linkages to biodiversity conservation and their impacts on household income are not monitored. Similarly, the carbon sequestration benefits of HCV forests have not been established, given that the delineation of these forests is still in progress in most places. Capacity building of communities on sustainable resource use is progressing well, though it has not focused enough on community organization skills. On the other hand, capacity building of forest department staff on species conservation and protected area management has not captured all capacity gaps.

	Outcome 3 achievement rating: Satisfactory	<p>Restoration in conifer forest is behind target, whereas it is largely on target in scrub, Chir Pine and riverine forests. The quality of the restoration works, which include assisted natural regeneration, afforestation, reforestation, and soil & water conservation appears to be exemplary. Allometric functions of major tree species and coefficients for other carbon compartments have been developed for all landscapes. Carbon stocks were assessed through terrestrial inventories following a fixed sample grid and baseline carbon stock calculations have been completed. Projections of carbon sequestration have been prepared based on measured mean sequestration rates for afforested areas under each forest type. Forest department staff at all levels have been thoroughly trained in theory and practice of various aspects of carbon forestry and inventories. Documentation of best practices of silvicultural approaches to restoration have been initiated and are expected to be completed by project end.</p>
Project implementation and adaptive management	Satisfactory	<p>Management arrangements are well in place and strong partnerships with the Implementing Partner and the Responsible Parties exist, all of which are strongly committed to the Project. However, certain agencies were not brought on board and procurement rules were not followed in all cases. The Project Board and Provincial Management Committees are in place and provide strategic guidance for the Project. UNDP provides quality oversight to the Project.</p> <p>Work planning is weakly results-based, as several activities not included in the strategic results framework are pursued, whereas some core activities lag behind schedule. At the same time, work planning is ambitious and shows high delivery. Financial delivery of the GEF fund is perfectly on target due to the strong financial management system of the Project. On the other hand, certain activities have questionable cost efficiency and the direct contribution of the co-financing to the Project remains questionable.</p> <p>Monitoring is very strong at the process level and applies modern technologies, incl. drone monitoring. However, the monitoring system does not yield all the necessary information. Several indicators are not or are inadequately monitored. Stakeholder engagement of government forest agencies, academic, research and training institutions is exemplary, whereas community engagement needs to be institutionalized and oriented more strongly towards SFM.</p> <p>Reporting is timely but suffers from problems of the strategic results framework. As a result, progress is vaguely described in PIRs. Adaptive management responses are partially documented. The completion of pre-MTR GEF Tracking Tools may be improved upon.</p> <p>Even though the Project did not follow up on the preparation of a communication strategy, internal communication is a strength despite the lack of dedicated staff. External communication is active on Facebook and local broadcast media channels. Communication through printed matter is weak, but strong environmental campaigns capturing large audiences are organized. Community awareness needs to be stepped up. Knowledge management is exemplary regarding the scientific assessment of Project activities, but dissemination needs to be improved.</p>
Sustainability	Moderately likely	<p>Financial risks to sustainability include the continued financing of implementing processes and institutions established through the Project. The Government of Punjab expressed commitment towards continuing funding of the landscape management plans beyond the project lifetime. CBOs and the <i>nigehban</i> network have questionable financial sustainability, however the financial sustainability of community livelihood development activities seems ensured. Very importantly, however, no progress is discernible on creating an enabling environment for long-term continued financing for SFM.</p> <p>Socio-economic risks to sustainability are minimal in terms of the strong political commitment of various government entities towards SFM. Lack of gender mainstreaming & elite capture of livelihood benefits bear substantial social risks. Institutional framework and governance risks are moderate in terms of the sustainability of policy and regulatory framework instruments prepared by the Project. At MTR most of these (Policies, Working Plan Codes, monitoring protocols) have just been initiated, however their formal approval is within the temporal scope of the Project. Governance risks of landscape management are substantial, given that no cross-sectoral stakeholder engagement has taken place and thus multiple drivers of deforestation cannot be well tackled by implementing</p>

		<p>the resulting plans. CBOs supported by the Project bear considerable governance risks due to weak awareness and capacities at community level.</p> <p>The environmental risks of the Project are minimal. The Project strongly emphasizes on the use of native species and high species diversity for restoration, as well as on propagating renewable energy in rural communities, which minimize pressure on forests.</p>
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Summary of conclusions

The Project strategy remains highly relevant and represents important opportunities of cross-semination with the Government's flagship programme, the Plant4Pakistan Initiative. The Project's strategic results framework yields some weaknesses, and the MTR provides recommendations on how to mitigate these.

The Project has progressed well, is however advised to focus on core deliverables. Landscape management plans will be based on an impressive biophysical and socio-economic database, however institutionalized engagement of stakeholders both for planning and implementation along with conflict management are not adequately ensured at MTR. Capacity development has progressed well, but was delivered as a series of disjunct courses, missing important capacity gaps. A comprehensive in-service programme on SFM would ensure the sustainability of capacity development efforts. Similarly, the development and imparting of a comprehensive community awareness raising and capacity development on SFM is considered to be highly important in light of the low level of community awareness on the concept of SFM. Biodiversity conservation focuses heavily on infrastructure development and is constrained by weak CBO capacities, the delay in comprehensive conservation management planning and the lack of clear and direct linkages between livelihood development activities and explicit positive conservation outcomes. Restoration activities are progressing very well to moderately well in different provinces and demonstrate best practices of successful restoration efforts. Carbon forestry components of the Project are implemented in an exemplary manner.

Project management is strong and keeps the project on track, however focus on strategic results is weak and progress towards strategic targets is not monitored in all cases. The project has an excellent financial delivery of GEF funds but has not set notable efforts to ensure that government co-finance effectively contributes to the achievement of results.

The sustainability of Project results is largely ensured; however, it is constrained by the lack of institutionalization of landscape management planning and capacity development efforts. The Project sets an example in demonstrating best practices of environmental sustainability. The sustainability of results largely hinges on the Project's ability to secure continued funding of landscape management plans beyond the project lifetime and to mainstream its lessons into the implementation of the GoP flagship programme Plant4Pakistan Initiative.

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: Embedded SFM into landscape-scale spatial planning	
A.1	<p>Institutionalize cross-sectoral landscape management</p> <p>Give due recognition to the principles of landscape level management planning (landscape approach) by</p> <ol style="list-style-type: none"> Engaging all stakeholders of the concerned landscapes and forming multi-sectoral standing landscape management committees, which include representatives of ALL land-based departments, local communities, local NGOs, private sector, etc., During the planning process present a clear spatial analysis of the biophysical and socio-economic baseline data, containing proposals to how to best ensure the flow of multiple ecosystem benefits from the landscape, incl. biodiversity conservation, provision of water, agricultural production, natural resources incl. timber, rocks and minerals, allocation of land for settlement and industrial development, etc. Ideally, the lead of the planning should not be outsourced to maximize ownership, however a facilitator and spatial data analyst may be engaged. Engage the multi-sectoral landscape management committee into negotiating landscape management plans. The plans should contain the objectives of landscape management, strategies to achieve them, which are operationalized through an action plan with a timeframe of ten years. The action plan should spell out activities, associated budget and resource requirements, responsible implementers and monitoring procedures. The plans should identify rules of land management, incl. on the allocation of land for various uses. The plan should also define the zonation of the landscape for various uses for ten years and represents a binding agreement between stakeholders. 	PB, PMCs, PMU, PMIUs, NPD, PPDs

	<ul style="list-style-type: none"> iv. Implement landscape management plans as defined above governed by the standing committee using multiple budget sources, ensuring long-term support for them from the Government, and v. Integrate subordinate HCV and community-based forest management planning in <i>guzara</i> and <i>shamlat</i> forests as well as restoration planning into the overarching landscape management plans. 	
A.2	<p>Institutionalize capacity building on SFM for professionals as foreseen in the Project Document</p> <p>The Project's capacity building efforts do not follow an institutionalized approach as part of a comprehensive capacity building curriculum and therefore miss important capacity gaps and will not be sustainable beyond the project lifetime unless urgent midcourse corrections are taken.</p> <ul style="list-style-type: none"> i. Individual training courses should be offered as part of a multi-component (formal certifiable) in-service training programme on SFM (incl. landscape management planning, biodiversity conservation, climate change mitigation, etc.) with clear competence standards and accreditations for forest and wildlife professionals at different levels (Forest Guard/Forester; Range Officer/SDFO; DFO). ii. These training programmes should be offered as part of the regular syllabus of established forest training institutes (Pakistan Forest Institute; Forest School Thai Abbottabad, Khyber-Pakhtunkhwa; Forest Services Academy Ghora Gali, Punjab; Forest and Wildlife Training School Miani, Sindh). 	PB, PMU, Provincial Forest Departments
B	Outcome 2: Biodiversity conservation strengthened in and around High Conservation Value forests	
B.1	<p>Strengthen biodiversity conservation through strategic planning</p> <p>In the interpretation of the MTR Team, the preparation of HCV forest management plans should have guided the implementation of biodiversity conservation activities in HCV forests. The MTR advises to:</p> <ul style="list-style-type: none"> i. Finalize the identification and delineation of HCV areas in all landscapes based on a thorough analysis of biodiversity data following the Punjab example ii. Formally designate HCVs to ensure the sustainability of conservation, iii. Conclude the HCV forest management planning process based on in-depth stakeholder consultations and integration of available biodiversity and socio-economic data and complimentary with overarching landscape management plans, and iv. Focus (and restrict) the implementation to activities identified in the plans. Activities that are fully compliant with the project strategy may be funded from GEF funds, whereas others (e.g. road maintenance) should be covered using government co-finance. 	PMU, PMIUs, Provincial Forest Departments
B.2	<p>Strengthen community engagement for improved SFM and biodiversity conservation outcomes</p> <p>The Stakeholder Involvement Plan outlines that the Stakeholder Participation and Communication Strategy should include a mechanism for i) providing technical assistance to local communities, ii) community-based forest conservation and management, as well as iii) gender-specific engagement along with iv) participatory monitoring strategies. The MTR recommends to</p> <ul style="list-style-type: none"> i. Develop a standardized community capacity development module on key project components and messages and their structured delivery to all communities through a Training-of-Trainers approach via community facilitators. Standardized capacity development modules on community-based conservation shall encompass i) community organizational skills and group governance, ii) multi-purpose community forest management planning and management capturing all resources and ecosystem services incl. grazing, biodiversity conservation, firewood, water, carbon, etc., iii) participatory monitoring, and iv) biodiversity-friendly livelihood development options. Additionally, capacity development should contain optional modules, which are imparted based on local relevance (e.g. NTFP processing, human-wildlife conflict, fire management, etc.). ii. Identify the strategy of community engagement through the Stakeholder Participation and Communication Strategy, clearly spelling out the mandates of CBOs, issues of long-term sustainability, facilitation needs, etc. iii. Hire two professional community facilitators per landscape, one of whom should be female to provide continuous backstopping to local communities, CBOs and <i>nigehbans</i> and facilitate the interaction between forest department staff and local community members. iv. Form and engage CBOs into the planning and implementation of project activities, providing them continuous backstopping. v. Plan and implement community-based conservation and biodiversity-friendly livelihood development activities as an integrated package negotiated and agreed at community, HVC forest & landscape levels. The package should identify the forest conservation objectives and activities, identify the roles of different stakeholders implementing them and provide livelihood investment activities as a compensation for foregone forest utilization due to e.g. restriction of grazing, firewood collection, conservation set-asides, etc. Negotiate and agree conservation/restoration targets for CBOs and regularly monitor the progress towards these targets applying participatory and third-party monitoring. 	PMU, PMIUs, Provincial Forest Departments
C	Outcome 3: Enhanced Carbon sequestration in and around HCVF in target forested landscapes	
C.1	<p>Improve progress towards carbon sequestration targets across entire landscapes incl. non-forest areas through holistic planning, restoration and avoiding emissions</p> <p>Given that i) the Project does not monitor carbon sequestration of conservation set-asides, but indicative values show a gap between actual and potential carbon sequestration rates, ii) the size of restored area is behind target in Khyber-Pakhtunkhwa, and iii) the swap of productive riverine landscapes to less</p>	PMU, PMIUs

	<p>productive dry Chir Pine landscapes will likely lead to diminishing carbon sequestration rates, the Project is advised to streamline its efforts to meet carbon sequestration targets. The MTR recommends to:</p> <ol style="list-style-type: none"> Develop landscape restoration plans (as also specified in the Project Document) to enhance landscape-level carbon stocks and reduce greenhouse gas emissions. These plans should be complimentary to the overarching landscape management plans and take the zonation of the landscape management plan as a basis. Additionally, in case of spatial overlaps they have to be compatible with/included in the community-based forest management plans (Output 2.2) and/or the HCV forest management plans (Output 2.1). Investigating each different land cover / land use type, land ownership, tenure situation as well as existing carbon stocks and potential emissions, the plans should formulate comprehensive restoration strategies, which capture the entire landscape incl. beyond forest land. The plans should be linked to the community-based livelihood investments and identify incentive mechanisms on how to maximize carbon stocks in agricultural systems and minimize emissions from livestock production and other activities. Additionally, they should also identify clear forest restoration targets relying on a mix of active and passive restoration methods. Carefully monitor actual sequestration rates to inform adaptive management to put the Project on track towards its targets of avoided emissions. Progress towards landscape-level and subordinate targets shall be monitored with the help of local community members (<i>nigehbans</i>). Account for avoided emission benefits in terms of CO₂eq of firewood replacement, fuel efficient stoves, solar-powered devices, biogas digesters, etc. At the same time, best practice solutions are recommended for the construction and maintenance of biogas digesters to avoid that their net greenhouse gas benefits are not annulled by methane leakage, etc.¹ Step up active restoration efforts in KP (afforestation, reforestation) and passive restoration (assisted natural regeneration through grazing exclusion, rotational grazing, firewood collection guidelines, etc.) efforts everywhere. 	
D	Project Implementation & Adaptive Management	
D.1	<p>Strengthen results-based management</p> <p>The Project's weaknesses in results-based management largely stem from issues of the strategic results framework and from weak results focus of work planning. Thus, the Project is advised to</p> <ol style="list-style-type: none"> Increase SMART-ness of the Project's strategic results framework by establishing missing baselines, simplifying the indicator structure and removing gaps in targeted results not captured by indicators. A proposal for this is attached in Annex 13: Proposed changes to the Strategic Results Framework. Along with the above, obtain UNDP-GEF approval for the replacement of landscapes in Punjab and the necessary shift of spatial targets of restoration from riverine to sub-tropical dry conifer (Chir Pine) forests and reflect these changes in the PIR 2020. The analysis of costs does not justify the reduction of spatial targets. Furthermore, the reduction of spatial targets is not justified based on the swap of riverine for Chir Pine landscapes, as afforestation costs in the later are lower as compared to the former. Therefore, the revision of spatial targets should not lead to a reduction in the overall area targeted by the Project. Once approved by the Project Board and UNDP-GEF, the change in targets should be reflected in the Strategic Results Framework and the PIR 2020. Restrict work planning on results targeted by the project strategy as spelt out in the Project Document and omit non-compliant activities. For a largely comprehensive list of intended activity-level deliverables as stated in the Project Document refer to Annex 12: Critical review of the Strategic Results Framework. Add an extra level to the Project's monitoring system, which allows aggregating process monitoring to the level of individual indicators, thus allowing the Project to focus adaptive management on key deliverables. Report progress in PIRs against indicators, clearly observing the chain of logical results hierarchy. Activities should clearly be associable and contribute to <u>individual</u> Outputs. PIR reporting should observe the type of indicator (qualitative/quantitative) and state progress accordingly, restricting the narrative to relevant information. 	PMU, PB, NPD, PPCs, PMCs, PPDs, UNDP CO, UNDP-GEF RTA
D.2	<p>Improve stakeholder engagement and communication</p> <ol style="list-style-type: none"> Allocate funds towards contracting of the Capacity Development and Outreach Specialist, a position which was foreseen but not budgeted in the Project Document. This should be possible from the savings that accrued due to the 55% shift of exchange rate in favour of the USD against PKR since the Project Document was prepared, even considering that inflation offset this figure by about 30%. Develop the Stakeholder Participation and Communication Strategy mandated by the Project Document. Follow up on stakeholder engagement, particularly engaging land-based government departments beyond the Forest and Wildlife Departments, as well as NGOs and the private sector. 	PMU, PMIUs, PB, PMCs

¹ Valerio Paolini and others, 'Environmental Impact of Biogas: A Short Review of Current Knowledge', *Journal of Environmental Science and Health - Part A Toxic/Hazardous Substances and Environmental Engineering*, 53.10 (2018), 899–906 <<https://doi.org/10.1080/10934529.2018.1459076>>.

	<ul style="list-style-type: none"> iv. Operationalize the SFMP website without delay and upload authoritative versions of all available reports and knowledge products. v. Conduct exchange visits between the provinces involving teams of forest staff and community representatives with clear objectives for structured knowledge sharing, documentation and results dissemination. vi. Prepare local language awareness raising materials that explain what SFM and provide insight into some of the approaches promoted by the project (e.g. community-based forest management). 	
E	Sustainability	
E.1	<p>Mainstream gender and social equity into project implementation</p> <p>The Project efforts to engage females and to avoid elite capture of benefits at the community level are inadequate. In order to mainstream gender and social equity, the Project is advised to:</p> <ul style="list-style-type: none"> i. Develop the Project's "Stakeholder Participation and Communication Strategy" as spelt out in the Project Document. The strategy document should contain the strategy of engaging females and other disadvantaged groups. The Strategy should spell out the principles of engaging females and disadvantaged groups into project implementation (incl. the identification of beneficiaries of livelihood development activities), translate them into clear strategies and operationalize them through a Stakeholder Participation and Communication Plan. This Plan should contain trackable targets which shall be linked to and tracked by the Project's monitoring system. ii. Collect indicators specific to gender and disadvantaged groups in the course of monitoring to allow adaptive management to focus on the effective mainstreaming of these broader development objectives. iii. Collect gender disaggregated data for utilization in all internal and external reporting including PIRs, Annual Project Report and Results Oriented Annual Report (ROAR). iv. Social and gender equity should be given due consideration for identifying beneficiaries of livelihood investments. Instead of the type of activity (e.g. fruit orchard) driving the selection of eligible beneficiaries (who have enough irrigated land to accommodate the orchard), the needs of those who are most heavily depending on forest resources and are thus most impacted by resource use restrictions for conservation should be identified and their alternative livelihood needs be met. v. Contract female facilitators to engage with women in the project landscapes. 	PMU, PMIUs, Provincial Forest Departments
E.2	<p>Revise project closing date</p> <p>The official start date of the project is April 16th, 2016, the date when the MoCC and UNDP signed the project document. This document indicates March 2nd, 2021 as the closing date, whereas operational closing date is February 3rd, 2021. Given that the recruitment of the NPM only took place nine months into the Project in January 2017, the implementation of activities started with a substantial delay. As a result, the MTR Team considers that a 60-month period starting from January 2017 is a reasonable project duration, putting the recommended project closure to January 30th, 2022.</p>	PB, NPD, UNDP CO, UNDP-GEF RTA

Abbreviations, acronyms and local terms

AD	András Darabant	PKR	Pakistan Rupees
ADP	Annual Development Plan	PMC	Provincial Management Committee
AFOLU	Agriculture, Forestry and Land Use	PMIU	Provincial Management and Implementation Unit
AWP	Annual Work Plan	PMU	Project Management Unit
BAW	Bashir Ahmed Wani	PPC	Provincial Project Coordinator
BD	Biodiversity Focal Area of GEF-5	PPD	Provincial Project Director
CBO	Community-Based Organization	PP&DD	Provincial Planning and Development Department
CCF	Chief Conservator of Forest	PPC	Provincial Project Coordinator
CF	Conservator of Forest	PPD	Provincial Project Director
CCM	Climate Change Mitigation Focal Area of GEF-5	QWP	Quarterly Work Plan
CEO	Chief Executive Officer	REDD+	Reduced Emissions from Deforestation and Forest Degradation & conservation, the role of conservation, sustainable management of forests and enhancement of forest carbon stocks
CO ₂ eq	Carbon Dioxide Equivalent	RFO	Range Forest Officer
EAD	Economic Affairs Department	RP	Responsible Party
DFO	Divisional Forest Officer	RS	Remote Sensing
FGD	Focus Group Discussion	SDFO	Sub-Divisional Forest Officer
GEF	Global Environment Facility	SFM	Sustainable Forest Management
GEF OFF	GEF Operational Focal Point	SFM/REDD+	SFM/REDD+ Focal Area of the GEF-5
GHG	Greenhouse Gases	SFMP	Sustainable Forest Management Project
GIS	Geographic Information System	SMART	Specific, Measurable, Attainable, Relevant, Time-bound
GIZ	Gesellschaft für Internationale Zusammenarbeit (German Development Organization)	t	ton(s)
GoP	Government of Pakistan	ToR	Terms of Reference
ha	Hectare(s)	TT	GEF Tracking Tool
HCV	High-Conservation Value (forests)	UN	United Nations
IAS	Invasive Alien Species	UNCBD	United Nations Convention on Biological Diversity
IGF	Inspector General of Forests	UNCCD	United Nations Convention to Combat Desertification
IP	Implementing Partner	UNDP	United Nations Development Programme
IUCN	International Union for Conservation of Nature	UNDP CO	UNDP Country Office
KP	Khyber-Pakhtunkhwa	UNDP PO	UNDP Project Officer
LoA	Letter of Agreement	UNDP-GEF	UNDP-GEF Regional Technical Advisor
LPAC	Local Project Appraisal Committee	RTA	
LULUCF	Land Use, Land Use Change, Forestry	UNDSS	United Nations Department of Safety and Security
M&E	Monitoring and Evaluation	UNEG	United Nations Evaluation
MIS	Monitoring Information System	UNFCCC	United Nations Framework Convention on Climate Change
MoCC	Ministry of Climate Change, Government of Pakistan	UNOPS	United Nations Office for Project Services
MTR	Mid-Term Review	USAID	United States Agency for International Development
MTR Team	MTR Team consisting of Dr. Bashir Ahmed Wani and Dr. András Darabant	US\$	United States Dollars
NDC	Nationally Determined Contribution	10BTTP	Ten Billion Tree Tsunami Project
NGO	Non-Governmental Organization		
NPD	National Project Director		
NPM	National Project Manager		
NTFP	Non-Timber Forest Product		
PB	Project Board		
PC-1	Planning Commission Proforma 1 (Government of Pakistan Project Document)		
PCOM	Project Cycle Operations Manual		
PES	Payment for Ecosystem Services		
PFI	Pakistan Forest Institute		
PIF	Project Identification Form		
PIR	Project Implementation Review		
		Local terms	
		<i>Guzara</i>	Community-managed individually owned forests
		<i>Nigehban</i>	Forest watch man
		<i>Shamlat</i>	Communally owned forests
		<i>Taluka</i>	Administrative Unit (block)
		<i>Tehsil</i>	Administrative Unit (block)

1. Introduction

1.1 Mid-Term Review purpose and objectives

MTR purpose

This MTR was conducted by a team of independent consultants (Dr. Bashir Ahmed Wani and Dr. András Darabant = MTR Team) at the request of the UNDP CO to provide information about the status of implementation of the SFMP. The purpose of the MTR was to ensure accountability for the expenditures and the delivery of outputs, 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 scope of the evaluation is the SFMP Project at mid-term, focusing on outputs generated and funds disbursed until September 30th, 2019 as per the documentation submitted to the MTR team, information obtained through social research methods and first-hand evidence encountered during the MTR mission. The MTR assesses four categories of project progress, i) project strategy (relevance), ii) progress towards results (effectiveness), iii) project implementation and adaptive management (efficiency), and iv) sustainability. The MTR provides evidence-based information and analysis focusing on credibility, reliability, and usefulness. Based on an understanding of the socio-cultural and political contexts and realizing limitations, the MTR attempted to interpret the attainment of results as a function of inputs.

The MTR methodology closely followed the UNDP Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects.² The team followed a participatory and consultative evaluation approach and kept close contact with the UNDP CO and the SFMP Project Management Unit (PMU). The MTR relied on the use of mixed methods, mostly with a dominance of qualitative methods, strongly backed up by the application of quantitative methods. Data collection methods included document analysis, semi-structured interviews with key informants, Focus Group Discussions, survey questionnaires (both online and paper-based), and personal observation. Semi-structured interviews, Focus Group Discussions and survey questionnaires were guided by the pool of guiding questions listed in **Annex 4: Interview guide** and **Annex 5: Survey samples**. Triangulation of findings was ensured by verifying pieces of evidence against more than one source and using more than one method.³ Ambiguous findings are duly noted in the report. In total, 15 semi-structured interviews with community members and 38 interviews with members of UNDP, project team, government agencies, and NGOs (several interviews with the same key informant considered as one interview), as well as eight Focus Group Discussions with community members, one Focus Group discussion with *nigehbans* and four Focus Group Discussions with field foresters) were conducted. Additionally, key informants returned 14 online survey questionnaires, and community members in Punjab and Sindh filled 59 paper-based survey questionnaires, while 18 people in Khyber-Pakhtunkhwa provided group responses on the same. Field sites were selected through stratified purposive sampling to ensure the representativeness of the MTR. The MTR Team visited all six districts and all seven landscapes, in which the SFMP operates (refer to **Exhibit 5**). Sample size within the above described strata was not predetermined but defined by maximizing sampling effort within the time available for the MTR mission. The MTR sampled across all stakeholders to avoid bias arising from unheard perspectives. However, due to limitations listed in **Chapter 1.7**, women in local communities and low priority stakeholders were not sampled.

The MTR was conducted between July 26th and December 24th, 2019. Initially, the MTR Team reviewed the documentation available on the SFMP. For the complete list of documents reviewed, refer to **Annex 1: Documents**

² UNDP-GEF Directorate, 'Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects' (New York: United Nations Development Programme, 2014), p. 60.

³ A Bryman, *Social Research Methods*, 4th Editio (Oxford, UK: Oxford University Press, 2012).

reviewed for the MTR. Based on this, the MTR Team prepared the **Inception Report**. The MTR mission was conducted in two batches over the period of August 29th to October 23rd, 2019, according to the itinerary listed in **Annex 2: MTR mission itinerary**. During the MTR mission, data was collected from the Project's stakeholders listed in **Annex 3: List of stakeholders interviewed during the MTR** using a mix of methods addressing questions 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 PMU as reported in **Annex 11: Co-financing table**.

1.3 Structure of the MTR report

The preparation of the MTR Final Report followed the guidance for conducting mid-term reviews of UNDP-supported, GEF-financed projects.⁴ 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.⁵ 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 overall sustainability theme. For details of the rating scales refer to **Annex 7: Rating scales**.

1.5 Ethics

The MTR follows the Ethical guidelines for evaluations in the UN System⁶ and the MTR Team has signed the UNEG Code of Conduct for Midterm Review Consultants (refer to **Annex 13: UNEG Code of Conduct for Evaluators/Midterm Review Consultants**). The MTR team safeguarded the rights and welfare of interview partners as outlined in the Inception Report. 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 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.⁷

1.6 Audit trail

Stakeholder reviews and comments on the draft MTR Final Report are documented in an audit trail document, annexed as a separate document to the MTR Final Report. The audit trail lists all comments received and the responses to these by the MTR Team. Modifications resulting from the audit trail are included in the final version of the MTR Report.

⁴ UNDP-GEF Directorate.

⁵ UNDP-GEF Directorate.

⁶ UNEG, 'UNEG Ethical Guidelines for Evaluation' (United Nations Evaluation Group, 2008), p. 14 <http://www.uneval.org/documentdownload?doc_id=102&file_id=548>.

⁷ 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>>.

1.7 Limitations

The MTR faced a number of limitations, including:

- The issuing of a visa for the International Consultant was substantially delayed.
- Large number of Project sites spread across vast geographic distances, frequently with limited access.
- Cultural restrictions did not allow interviews with women.

The MTR team addressed these limitations by

- i) Partially separate field visits by the National and the International Consultant with intensive, remote support by the International Consultant to the National Consultant before, during and after field visits.
- ii) Application of stratified purposive sampling for the selection of sites for field visits within each of the seven landscapes. Based on a list of field sites, stratification was carried out by landscape and intervention type.
- iii) Planned interviews and Focus Group Discussions separately for women and for men, with the help of a female facilitator. While the presence of the female facilitator was assured, none was provided to the MTR team. As a result, NO female community members could be sampled.

The MTR Team considers 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 as well as gender-specific assessments cannot be considered representative.

2. Project description

2.1 Development context

As stated in the Project Document and confirmed by document review, online survey and interviews with key informants, the Project is aligned both with 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, the Poverty Reduction Strategy Paper, and Pakistan's Vision 2025 identify multi-purpose ecosystem-based SFM as a key priority strategy in the land-based sector. Furthermore, sectoral policy documents of the GoP clearly spell out SFM as a priority. Pakistan's National Biodiversity Strategy and Action Plan, Target 7 identifies broadly congruent objectives with those of the SFMP. Additionally, the National Forest Policy 2015 established integrated, landscape-based and multipurpose SFM, increased forest cover, investment into community-based forest management, increasing connectivity across forest habitats, enhanced carbon sequestration and science-based planning and management of forests including for community purpose as clear policy priorities for the forest sector.

In terms of the strategic priorities of the GEF, the project addresses the GEF 5 Sustainable Forest Management, Biodiversity and Climate Change Focal Areas, including the strategic objectives SFM-1 "Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services", BD-2 "Mainstream biodiversity conservation and sustainable use into production landscapes/ seascapes and sectors", and CCM-5 "Promote conservation and enhancement of carbon stocks through sustainable management of land use, land use change and forestry".

In terms of the priorities of the GEF Implementing Agency, the joint UNDP, UNPF & UNOPS Country Programme for Pakistan 2018-2022 identifies progress towards the Sustainable Development Goals and specifically "Enhanced resilience and socio-economic development of communities" as fundamental objectives of engagement. The Country Programme works towards this at three levels, incl. i) the creation of an enabling environment, ii) building of institutional capacities and iii) at the community level. The SFMP strategy provides a highly meaningful contribution, building on the same three levels and directly contributing to the respective indicators in the Country Programme. With reference to the UNDP Strategic Programme 2018-2022, the SFMP contributes to Signature Solution 4: Promote Nature-Based Solutions for a Sustainable Planet. In terms of the UN Sustainable Development Goals, the Project provides a direct contribution (as captured through its Strategic Results Framework) to Targets 1.1 (reduction of extreme poverty), 1.2 (reduction of poverty), 1.4 (equal rights to control & ownership of land), 6.6 (protection and restoration of water related ecosystems), 13 (mobilize funds for climate change mitigation), 15.1 (ecosystem restoration), 15.2 (sustainable management of forests), 15.4 (conservation of mountain ecosystems), 15.5 (action to reduce degradation and biodiversity loss), and 15.9 (integrate biodiversity into planning). Targets 15.7 (reduced poaching) and 15.8 (removal of invasive alien species) are addressed indirectly.

2.2 Problems that the Project sought to address

As stated in the Project Document (Part I), high geographic diversity translates to high diversity of forest types across Pakistan that include subalpine, temperate and sub-tropical conifer and broadleaf forests. These forests harbour substantial biodiversity, including a comparatively high proportion of endemics. Forests and trees cover a mere 5.01% of the land area of Pakistan yet provide vital ecosystem services essential for communities at the local and downstream users at the regional and national scales. As such, forests are essential for providing watershed services that supply the largest contiguous irrigation system of the world, which provides 90% of the food production of Pakistan.

Forests in Pakistan are subject to rapid deforestation and degradation, which ultimately lead to the decline in the provision of these important ecosystem services. Anthropogenic drivers of deforestation and forest degradation include i) rapid population growth and the resulting increase in pressure on natural resources, ii) poverty, leading to unsustainable use of natural resources, iii) government priorities and policies, which allot low importance to forests and contain unfavourable policies for maintaining forests, and iv) land and resource tenure and governance, which frequently results in ambiguous tenure situations between Government, land owners and tenants. 87% of forests are state owned, which include Reserved, Protected and Un-classed forests, while the remainder are community (*guzara*) and private forests. In Reserved forests, local people generally have no rights, unless specifically notified by the Government. In Protected Areas, local communities generally have grazing, fuel wood and Non-Timber Forest Products (NTFP) collection and other rights. Additional drivers of deforestation and forest degradation are v) the impacts of climate change that include fast-onset events such as floods, glacial lake outbursts, landslides, as well as slow-onset events such as droughts and exacerbated land degradation. Furthermore, vi) the absence of financial and social incentives for sustainable forest management drives deforestation and forest degradation, given that public goods and services generated by intact forests are not accounted for and not incentivized through Payment for Ecosystems Services (PES) (e.g. REDD+) mechanisms. The lack of accounting for ecosystem services is also reflected in vii) the lack of integrating Sustainable Forest Management (SFM) into development planning. Additionally, forests are exposed to viii) the spread of Invasive Alien Species (IAS). The listed drivers have different importance rankings for each forest type.

Recognizing the above threats, the GoP envisaged the long-term solution of sustainable management of forests, integrated at the landscape scale. Yet, several barriers exist and need to be overcome to implement SFM, conserve biodiversity and mitigate climate change. The barriers to a) successful implementation of SFM include i) insufficient knowledge on SFM and the consequences of deficient management, ii) no proven incentive models for SFM, and iii) insufficient control of resources due to unclear or limited access rights. The barrier to b) biodiversity conservation is iv) the limited capacity and knowledge to conserve biodiversity especially at the landscape level, and the barrier to c) climate change mitigation was identified as v) the lack of managing forests towards maximizing carbon benefits.

Building on an existing baseline of Government and other donor interventions, the Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests Project (SFMP) was conceptualized to trigger transformational change by addressing the above five barriers in order to prevent continued deforestation and forest degradation with negative impacts of ecosystem integrity, biodiversity and livelihoods and climate change mitigation. The GEF support was justified to introduce SFM approaches novel to Pakistan that is based on the use of the ecosystem and landscape-based approaches. It is anticipated that the SFMP will i) contribute to an enabling environment for planning and implementing SFM, ii) help to conserve biodiversity in High Conservation Value (HCV) forests embedded in the surrounding landscape matrix, and iii) enhance carbon sequestration through forest landscape restoration.

2.3 Project description and strategy

This Project Document does not define a long-term goal to which the Project contributes, but identifies the project objective **“to promote sustainable forest management in Pakistan's Western Himalayan Temperate coniferous, Sub-tropical broadleaved evergreen thorn (Scrub) and Riverine forests for biodiversity conservation, mitigation of climate change and securing of forest ecosystem services”**.

The Project objective will be achieved through three mutually interconnected Outcomes, which will be achieved through several Outputs each generated by the Project (**Exhibit 4**), pending on the fulfilment of external assumptions.

Exhibit 4: Hierarchy of project objectives (drawn from the Project Document, Part II)

Goal: None identified
Project objective: Promote sustainable forest management in Pakistan's Western Himalayan Temperate coniferous, Sub-tropical broadleaved evergreen thorn (Scrub) and Riverine forests for biodiversity conservation, mitigation of climate change and securing of forest ecosystem services.
Outcome 1: Embedded SFM into landscape-scale spatial planning
Output 1.1: Forest resources and ecosystem services inventory and mapping informs forest management planning, implementation and monitoring at the landscape level
Output 1.2: Updated guidelines, planning tools and regulations facilitate harmonization and mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management planning
Output 1.3: Landscape level forest plans integrate considerations of biodiversity, ecosystem services, climate mitigation and community resource use
Output 1.4: Stakeholders' benefits of current unsustainable and sustainable forest practices and status of forest resources assessed
Output 1.5: System for effective monitoring and enforcement of forest management plans, including clear delineation of roles and responsibilities of key partners and management of participatory processes informs forest management and development
Output 1.6: Forest resource use conflict management and resolution processes established in multiple use zones
Output 1.7: Capacity building for provincial and district level forest agencies, local communities and other stakeholders, including (i) training workshops and courses (ii) vocational training modules (iii) on-the-ground demonstration and training and (iv) patrolling skills and forest fire controlling training enhances capacity for sustainable land and forest management within key agencies and communities
Output 1.8: Recommendations for facilitating adoption (institutionalising), scaling up and replication of sustainable forest management practices promoted
Outcome 2: Biodiversity conservation strengthened in and around High Conservation Value Forests
Output 2.1: Avoided deforestation of High Conservation Value Forests with forest use regime change from unsustainable use to biodiversity conservation and non-exhaustive community forest management instituted
Output 2.2: Community-Managed Conservation Area model of community governance and management system operational
Output 2.3: Biodiversity conservation and capacities in and around high conservation value forests reinforced through training, enhanced enforcement, guidelines and strengthening with community managed conservation forests and involvement of communities in state managed forests
Outcome 3: Enhanced carbon sequestration in and around HCVF in target forested landscapes
Output 3.1: Restoration of degraded Temperate Conifer forests and Sub-tropical Broadleaved Evergreen Thorny forests with indigenous species, realizing carbon benefits
Output 3.2: Reforestation of degraded Riverine forests with indigenous species, realizing carbon benefits and biodiversity conservation
Output 3.3: Best practice silvicultural approaches to forest restoration and reforestation documented, and capacities enhanced through training and local language guidelines
Output 3.4: On-the-ground application of nationally-tailored methodology for measuring carbon stocks (to be developed under a parallel REDD Readiness Preparation Project) applied, demonstrated and validated for the target areas

Outcome 1 was designed to overcome barriers to the implementation of SFM, including i) insufficient knowledge on SFM, ii) no proven incentive models for SFM, and iii) insufficient control of resources due to unclear or limited access rights. Accordingly, the Outcome 1 focuses on incorporating SFM objectives and safeguards in management planning, land allocation and compliance at the local level. This will be achieved through eight Outputs as described in **Exhibit 4**.

Outcome 2 was designed to overcome the barrier biodiversity conservation manifested in the limited capacity and knowledge to conserve biodiversity, especially in landscape level planning and management. Accordingly, the Outcome targets demonstrating on-ground approaches to biodiversity conservation in and around High Conservation Value (HCV) forests. This will be achieved through three Outputs as described in **Exhibit 4**.

Outcome 3 was developed to overcome the barrier to effectively mitigate climate change, most importantly of forests not being managed to optimize carbon benefits. The Outcome targets the development of practical approaches to enhance carbon sequestration through restoration. This will be achieved through four Outputs described in **Exhibit 4**.

As stated in the Project Document (page 146), the SFMP started working on three different forest types in seven landscapes, located across six districts in three provinces. In mid-2018 two riverine landscapes in southern Punjab were replaced by two Chir Pine landscapes, resulting in an additional forest type to be targeted by the Project. The MTR mission visited all landscapes as stated in **Exhibit 5** and shown on the **Title Page**.

Exhibit 5: Project operation areas and MTR field sampling

Province	Forest type	Landscape	District	Sampled for MTR
Khyber Pakhtunkhwa	Temperate Conifer	1 Siran – Domel, Jaba	Mansera	Yes – BAW
		2 Kaghan – Baggar, Bela Sacha	Mansera	Yes – BAW
Punjab	Sub-tropical evergreen thorn forest	3 Salt Range Scrub forest – Kalar Kahar (Samarkand, Ara, Parera, Diljaba, Samarkand North)	Chakwal	Yes – BAW & AD
	Sub-tropical pine forests	4 Kahuta – Panjar	Rawalpindi North	Yes – BAW
		5 Kalar Seydan – Panjar	Chakwal	Yes – BAW
Sindh	Riverine forests	6 Sukkur Riverine forest – Ketishah	Sukkur	Yes – BAW
		7 Dhangar Lakhat Riverine forest - Razi Jatoi	Nawabshah	Yes – BAW & AD

2.4 Project implementation arrangements

Project implementation arrangements as described in the Project Document (Part III, p. 74) and the project organogram were largely corroborated by key informants. 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/Implementing Partner with overall responsibility for project execution. The MoCC implements the Project through the Project Management Unit (PMU) under the direct supervision of the National Project Director (NPD), who is of the rank of Joint Secretary (Admin) in the MoCC. This is contrary to the provisions of the Project Document (page 76), which specifies the Inspector General of Forests to serve as the NPD. The PMU is headed by the National Project Manager (NPM) responsible for day to day project management and is additionally staffed with a Monitoring and Evaluation Officer, a Finance and Administrative Officer as well as support staff.

The Project Board (PB) provides oversight and guidance to project implementation and coordinates between concerned government agencies and other stakeholders. The PB is chaired by the Secretary of the MoCC and its members include various officials of the MoCC incl. the NPD, the Provincial Forest and Wildlife Departments of Khyber-Pakhtunkhwa (KP), Punjab and Sindh incl. the PPDs, the PMU, the Provincial Management and Implementation Units (PMIUs), as well as UNDP and the Economic Affairs Department (EAD). Though the Project Document stipulates that the Ministry of Planning, Development and Reforms, NGOs and research organizations should be represented on the PB, they are not on board. The EAD provides backstopping for effective donor coordination and the employment of project staff.

At the provincial level, the Project is coordinated by the Provincial Project Management Committees (PMCs), chaired by the concerned Secretary, Forest & Wildlife Department of each province, as opposed to the provisions of the Project Document, which foresee senior officials of the concerned Provincial Planning and Development Departments for this post. The Committees oversee project implementation in their respective provinces and serve as a platform for effective coordination, support implementation, oversee annual work plan progress and evaluation of the project.

The Responsible Parties of the Project include Provincial Forest and Wildlife Departments of the three concerned provinces, as well as the Pakistan Forest Institute (PFI) and the International Union for Conservation of Nature (IUCN). Direct project implementation in each province is carried out by the Provincial Forest and Wildlife Departments under active coordination of the physically attached PMIUs. The PMIUs are managed by Provincial Project Coordinators (PPCs) under the supervision of the Provincial Project Directors (PPDs), who are senior officials of the Departments. The positions are filled by the Additional Secretary (Technical) Forest, Wildlife and Fisheries Department, Government of Punjab; the Conservator of Forests, Hyderabad, Government of Sindh; and the Chief Conservator Forests, North Abbottabad, Government of Khyber-Pakhtunkhwa. The NPD and PPDs are not paid by the project.

In KP, SFMP operates in Mansehra district in moist temperate conifer forests of Kaghan and Siran valleys. The DFO (Divisional Forest Officer) Kaghan has the jurisdiction over the SFMP landscape and is assisted by the SDFO (Sub-Divisional Forest Officer) Balakote, the SDFO Juraid and the SDFO Kaghan Range. In Siran valley, the DFO Siran assisted by the SDFO Jabori is responsible for SFMP. A team of subordinate staff comprising of Block Officers, Beat Guards, *Nigahbans* (protection watchers) work under the SDFOs/ Range Forest Officers (RFOs) in all SFMP landscapes. In addition to their normal territorial functions, these field formations are responsible for overlooking SFMP interventions.

In Punjab, the DFO Rawalpindi North looks after the Kahuta Kalar Syedan Chir Pine landscape supported by the SDFO Kalar Syedan Range and the Range Forest Officer, Panjar Range. The scrub landscape in Chakwal district comprising of Samarkand block, Thirchak, Nagri and Samarkand North fall in Kallar Kahar *tehsil*, Ara and Parrera sites in Chao Sayedan

tehsil and Diljaba in Chakwal *tehsil*. All the scrub sites fall under the territorial jurisdiction of the DFO Chakwal, apart from Ara, which is attached with the DFO Range Management Chakwal. In the scrub landscape in Punjab, there are 2 DFOs, 2 SDFOs, 2 RFOs, 4 Block officers and 20 Forest Guards associated with the SFMP.

In Sindh, the SFMP operates in Sukkur & Pannu Aqil *tehsils* (*talukas*) of Sukkur district and Kot Dhimano Lakhat riverine forest landscape in Qazi Ahmed *taluka* of Nawabshah (Shaheed Benazir Abad) district. The DFO Sukkur, Riverine is responsible for SFMP in Ketu Shah, Ketu Shahu, Tan-Wari, Ding, SK Shahu in Pannu Aqil *tehsil*, Pindii Darija and Qadirpur in Sukkur *tehsil* and KT Abad RB in Shikarpur *tehsil* of Khairpur district. In Nawabshah district, the SFMP riverine sites in Kot Dhimano Lakhat are under the control of the DFO Nawabshah.

Details of stakeholder roles and responsibilities as stated in the Project Document (Part III, Table 4) 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 is responsible for project execution, coordination and mobilizing project inputs through the NPD, who supervises the PMU. The Joint Secretary (Admin) serves as NPD against the Project Document specifications, which foresaw the Inspector General of Forests (IGF) for the position, who acts as the national focal point for the UNFCCC, UNCBD, UNCCD and REDD+. The Ministry also hosts the office of the GEF Operational Focal point, which oversees GEF support to Pakistan.
Economic Affairs Division, Ministry of Finance	The EAD is responsible for providing and promoting effective donor coordination, approvals and contracting of project staff.
Ministry of Planning, Development and Reforms	As opposed to the provisions of the Project Document, the Ministry does not actively participate in project coordination.
Academic and research institutions	
Pakistan Forest Institute	The PFI is the main forestry academic and research institution in Pakistan. It developed the national carbon stock assessment model, conducts carbon stock assessments in project landscapes and imparts accompanying training.
Punjab Forestry Research Institute	The institute conducts research on forest restoration through enclosures.
Zoological Survey Department	Contrary to the Project Document, the department is not engaged in the project.
Pakistan Museum of Natural History	The institution documents the status of flora and fauna in the project landscapes.
Provincial Governments	
Provincial Planning and Development Departments	Contrary to the Project Document, the departments are not engaged in the project.
Provincial Forest Departments	The Departments are responsible for planning and implementing forest management and conservation as well as for law enforcement. They also host the PMIUs, implement project activities on the ground, and in KP provide extension services on SFM to communities. They also man the posts of Provincial Project Directors.
Provincial Wildlife Departments	The Departments take part in project implementation in delineating High Conservation Value forests. Additionally, they are engaged in species conservation activities.
Fisheries, Agriculture and Livestock Departments	Contrary to the Project Document, the departments are not engaged in the project.
Board of Revenue in Provincial Governments	Contrary to the Project Document, the boards are not engaged in the project.
International organizations	
International Union for Conservation of Nature (IUCN)	IUCN Pakistan is contracted as Responsible Party of the Project, and additionally develops landscape management plans in KP and Sindh.
NGOs	
Sindhica Reform Society	Sindhica Reform Society in Sindh provides community mobilization services to the Project. No NGOs are engaged in project implementation in other provinces.
Pehel	Pehel is contracted for building biogas plants and fuel-efficient stoves in Sindh.
Communities	
Forest communities with user rights in Protected Areas/ <i>Guzara</i> forests/ <i>shamlat</i> (collective land holding)	Local communities are beneficiaries of project investments, including capacity building on SFM, livelihood interventions that are compatible/synergetic with SFM, as well as the establishment of community-based co-management for SFM.

The Project is funded by the GEF, and co-financed in cash and in-kind by the Government of Pakistan at the federal and provincial levels and by UNDP as the GEF Implementing Agency with a total budget of US\$ 57,758,000 (**Exhibit 1**).

2.5 Project timing and milestones

Milestone

PIF submitted	December 18 th , 2013
PIF approved	March 21 st , 2014
GEF CEO Endorsement submitted	December 4 th , 2015
Project document signed	March 3 rd , 2016
Project start (NPM hired)	January 2017
Project Inception Workshop	April 12-13 th , 2017
Midterm review	July-December 2019
Expected date of terminal evaluation	November 3 rd , 2020
Expected closing date	February 3 rd , 2021

As evident from document review and interviews with two stakeholders, the Project had a long development process of more than two years between the submission of the PIF (Dec 2013) and the signing of the Project Document (March 2016). The Project effectively started in January 2017 after a further delay of recruiting the NPM, while the implementation of field activities took off in mid-2017. Thus, the MTR takes place approx. 2.5 years after the effective start, whereas it is 3.5 years into the formal project period. The operational closing date at MTR is stated with February 3rd, 2021, leaving only one year between the MTR and the terminal evaluation unless the project is extended.

3. Findings

3.1 Project strategy

3.1.1 Project design

As per Project Document (p. 27), the Project was approved as a multi-focal area project under the GEF 5 Sustainable Forest Management/REDD+, Biodiversity and Climate Change Focal Areas, specifically contributing to Strategic Objectives SFM-1 "Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services", BD-2 "Mainstream biodiversity conservation and sustainable use into production landscapes/ seascapes and sectors", and CCM-5 "Promote conservation and enhancement of carbon stocks through sustainable management of land use, land use change and forestry". Semi-structured interviews with two key informants along with the analysis by the MTR Team uniformly confirm that the Project design remains consistent with GEF priorities.

The UNDP Strategic Plan 2018-2021 emphasizes on support to put governments onto sustainable development trajectories. SFMP-relevant priorities are addressed through Signature solutions 3: Enhance national prevention and recovery capacities for resilient societies and 4: Promote nature-based solutions for a sustainable planet. The SFMP strategy remains valid in the context of the global UNDP strategy. The UNDP Pakistan Country Programme Document 2018-2022 under Outcome 2 Enhanced resilience and socioeconomic development of communities contains indicators, which are partially congruent with the SFMP strategic results framework indicators. The Project remains an important part of the UNDP Pakistan Environment and Climate Change portfolio, as evidenced through two relevant interviews.

Exhibit 7: Distribution of key informant responses to the survey question "How well does the Project address SFM priorities in Pakistan and in your province?" (n=14)

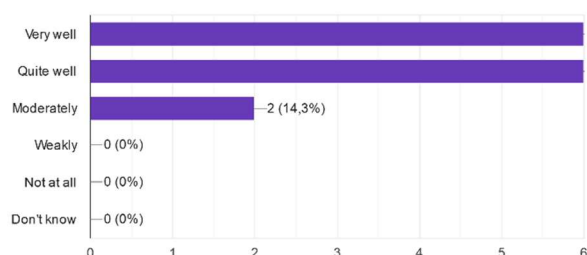
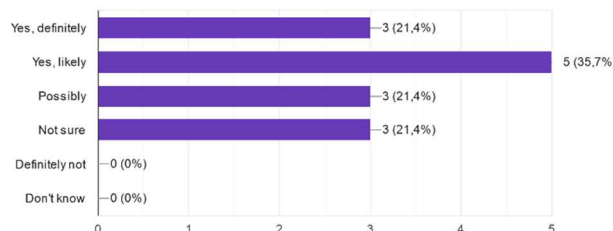
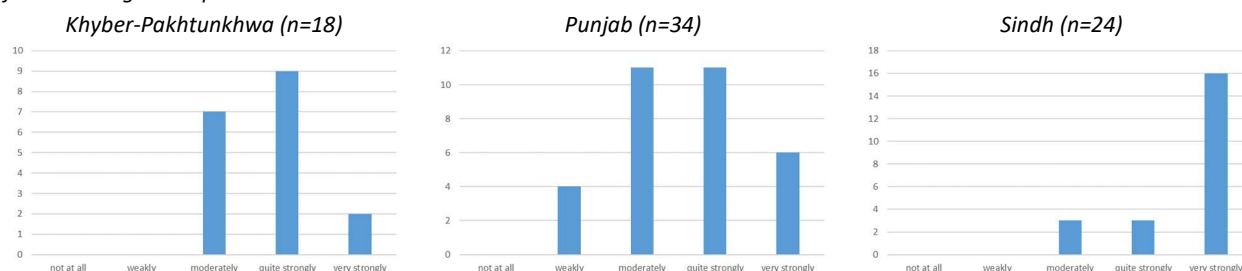


Exhibit 8: Distribution of key informant responses to the survey question "Do you think the Project's achievements can be sustained after project closure?" (n=14)



The results of the survey questionnaire of key informants (refer to **Exhibit 7**), supported by five semi-structured interviews agree that the project design remains highly consistent with national priorities. Respondents particularly emphasized the importance of the Project in pioneering the concept of SFM in Pakistan and for generating important learning and demonstration pilots. Additionally, the declared emphasis of the GoP to restore large tracts of forest landscapes through the Plant4Pakistan initiative (10 Billion Tree Tsunami Project) further increases the relevance of the project design in the context of national priorities, as stated by three concerned interviewees. Local community members consider the SFMP mostly relevant in the context of local forest management priorities (**Exhibit 9**).

Exhibit 9: Distribution of community responses to the survey question “How well does the project address your village’s most urgent forest management priorities?”



3.1.2 Strategic results framework

Relying on a review of the Project Document (Part II) and three key stakeholder interviews, the SFMP 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.

Project objective

Three indicators were defined at the project objective level in the Project Document (Section II) including 1) the number of forest landscape management plans, 2) the total avoided/additionally sequestered carbon benefits, and 3) the number of hectares managed for multiple sustainable forest management and ecosystem service benefits. The assessment on compliance of the objective level indicators of the SFMP’s strategic results framework with SMART criteria is presented in **Exhibit 10**.

Exhibit 10: SMART analysis of SFMP strategic results framework (project objective)

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Objective: Promote sustainable forest management in Pakistan's Western Himalayan Temperate coniferous, Sub-tropical broadleaved evergreen thorn (Scrub) and Riverine forests for biodiversity conservation, mitigation of climate change and securing of forest ecosystem services							
1. Number of forest landscape management plans integrating considerations of biodiversity, ecosystem services, climate mitigation and community resource use (integrating sustainable forest management principles)	0	7	Y	Y	Y	Y	Y
2. Total avoided and/or sequestered carbon benefits over thirty-year period due to improved sustainable management of forests	n/a	9,908,090 tCO ₂ eq	Y	Y	Y	Y	Y
3. Extent in hectares of forest area managed for multiple sustainable forest management and ecosystem benefits	0	67,861 ha	Y	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							

Indicator 1 is defined as the number of forest landscape management plans integrating SFM principles. At project start no such plans were present and one plan for each of the seven project landscapes is targeted until the end of the Project. In the assessment of the MTR Team, Indicator 1 is fully compliant with SMART criteria.

Indicator 2 quantifies the total emission benefits resulting from project interventions. The MTR Team could verify the quantification of 9,908,090 tCO₂eq of additional emission benefits using the USAID AFOLU Carbon Calculator⁸ that qualifies under UNFCCC Clean Development Mechanism methodologies to provide tier 2 data of carbon sequestration. Results (results annexed in a separate file) indicate 12,251,852 tCO₂eq, which provides a reasonable match to the relevant end-of-project target. This was corroborated with a key stakeholder interview and thus the indicator complies with SMART criteria. However, the effects of replacing productive riverine for less productive Chir Pine landscapes in Punjab on carbon sequestration targets needs to be investigated.

Indicator 3 describes the number of hectares of forest managed for multiple SFM and ecosystem service benefits. Interviews with key informants confirmed that no areas in the project landscapes were managed for multiple benefits prior to the project. The target area appears ambitious, but realistic in light of available resources and thus the indicator is considered fully compliant with SMART criteria.

Outcome 1

The Project Document (Section II) defines a total of nine indicators under Outcome 1, as presented in **Exhibit 11**.

Exhibit 11: SMART analysis of SFMP strategic results framework (Outcome 1)

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Objective: Embedded SFM into landscape-scale spatial planning							
4. Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management in Pakistan	0	One set of SFM guidelines (for the three forest types included in the project) approved by MoCC & adopted by the provinces, by the fourth year of the project	?	Y	Y	Y	Y
5. Number of forest landscapes completed forest inventory and maps in support of sustainable forest management	0	7	Y	Y	Y	Y	Y
6. Number of provincial/district level forest entities effectively applying consideration of the needs for biodiversity, climate mitigation, forest ecosystem services and community sustainable use	0	3	?	Y	Y	Y	Y
7. Number of forest monitoring protocols to assess effectiveness of adoption for SFM in forestlands	0 (existing practice, monitoring protocols used for recording forest violations & fires, not for consideration of ecosystem values & functions)	3 sets of monitoring protocols, 1 for each of the 3 forest types of pilots, approved by the MoCC and adopted by the respective provincial Forest Departments	?	Y	Y	Y	Y
8. Number of provincial and district staff trained in the use of ecosystem-based planning tools	0	30	Y	Y	Y	?	Y
9. Number of forest community members and private forest owners undergone technical and skills training and development in sustainable forest management	0	At least 200 (of which at least 10% are women)	Y	Y	Y	Y	Y
10. Number of baseline assessment report on current unsustainable & sustainable resource use practices, state and/or condition of resources & baseline of key indicator species	0	At least seven baseline assessment reports completed, one for each forest landscape	Y	Y	Y	Y	Y
11. Number of forest resource use conflicts effective resolved	0	At least 50% of identified and documented conflicts effectively resolved	Y	Y	Y	Y	Y
12. Number of comprehensive recommendations for scaling-up and replication of sustainable forest management approaches emanating from the project sites	0	One set each of best practices, successful models and composite	?	Y	Y	Y	Y

⁸ USAID and Winrock International, 'USAID AFOLU Carbon Calculator' <<http://afolucarbon.org/>> [accessed 3 February 2018].

Exhibit 11: SMART analysis of SFMP strategic results framework (Outcome 1)

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
		recommendations developed by the project implementing provincial governments in consultation with the MoCC, adopted, publicized & supported in the country as part of future regular or development programs and shared widely through case studies etc.					
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 4 describes the number of forest management plan protocols (Working Plan Codes) whereas Indicator 7 describes the number of monitoring protocols to be developed by the Project. The end of project targets for both do not comply with current regulations, as forestry has been devolved to Provinces by a constitutional amendment and thus Working Plan Codes and monitoring protocols are approved by Provincial Forest Departments, and are not prepared separately by forest types. As a result, the “specific” criteria of both indicators was set to questionable.

The inventories and maps of forest landscapes stated in Indicator 5 are essential requirements to achieve SFMP objectives, whereby Indicator 5 is considered fully compliant with SMART criteria.

Indicator 6 describes the number of provincial/district level forest entities effectively applying the consideration of the needs of SFM. Given that the target is set at three, this implies that provincial level entities are meant, omitting district level entities. The vague formulation renders the compliance of the indicator with the “Specific” criterion questionable.

Indicator 8 describes capacity building on ecosystem-based planning tools. Given the substantial thematic overlap between this topic and that of capacity building on protected area management, which is subject of Indicator 19, the relevance of Indicator 8 is considered to be questionable.

Indicator 9 describes the number of forest owners and community forest members who have undergone training in SFM. The indicator is partially redundant with Indicator 18, which deals with technical and community organizational skills for conservation-based sustainable resource use. Therefore, the relevance criterion is set to questionable.

Indicator 10 describes the number of baseline assessment reports and Indicator 11 describes the number of forest use conflicts effectively resolved. Both are considered fully compliant with SMART criteria.

Indicator 12 describes the number of comprehensive recommendations for up-scaling and replication of SFM. Its target mixes documentation, adoption, dissemination and government support, which renders the indicator unspecific.

Outcome 2

The Project Document (Part II) defined seven indicators under Outcome 2, as presented in **Exhibit 12**.

Exhibit 12: SMART analysis of SFMP strategic results framework (Outcome 2)

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Objective: Biodiversity conservation strengthened in and around High Conservation Value forests							
13. Hectares of high biodiversity conservation value forests identified, designated and effectively managed for biodiversity and climate change mitigation	0	At least 18,000 ha of Western Himalayan Conifer forests, 4,459 ha of sub-tropical evergreen thorny forests and 18,898 ha of riverine forests	Y	Y	N	Y	Y

Exhibit 12: SMART analysis of SFMP strategic results framework (Outcome 2)

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
14. Population trends of key indicator species of <i>Ovis vignei punjabensis</i> , <i>Axis porcinus</i> , <i>Pucrasia macrolop</i> , <i>Platanista gangetica minor</i> stable or increasing	0	Population of indicator species stable or increase over time	?	Y	Y	Y	Y
15. Emissions of metric tCO ₂ avoided from conservation set-asides over a 30-year period	0	4,759,145 tCO ₂ eq	Y	Y	Y	N	Y
16. Extent of forest ecosystem covered under a model for Community Managed Conservation in High Conservation Value Coniferous forests with potential for replication established	0	At least 8,000 ha	Y	Y	Y	Y	Y
17. Percentage of households reporting increased incomes in community managed conservation areas from forest and non-forest resources	Baseline incomes would be assessed once forest inventory & mapping completed and locations for community forest use identified	20% of which at least 30% of beneficiaries are women	?	Y	Y	Y	Y
18. Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use.	0	At least 100, of which at least 10% would be women	Y	Y	Y	?	Y
19. Number of provincial forest staff trained in use of tools and techniques for improved protected area management and species conservation	0	60 forest and 30 wildlife staff of different levels trained in forest biodiversity conservation in two weeks to three months training courses	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							

Indicator 13 aims to capture the area of High Conservation Value forests effectively managed for biodiversity conservation and defines targets in terms of different forest types. Given that the Project has replaced riverine for Chir Pine forest landscapes in Punjab, the target of 18,898 ha of riverine forests is likely unattainable.

Indicator 14 describes the population trends of indicator species. Given that the species do not match between the wording of the Indicator and of the baseline, the “specific” criterion is set to questionable. The MTR considers the indicator wording as authoritative.

Indicator 15 describes the avoided carbon emissions through conservation set asides and defines a target of 4,759,145 tCO₂eq for this. The indicator is fully redundant, given that at the project objective level, the target for Indicator 2 is defined as 9,908,090 tCO₂eq of total avoid carbon emissions for the entire Project.

Indicator 16 describes the area managed under community-based conservation and is compliant with SMART criteria.

The MTR Team was unable to reconstruct the baseline for Indicator 17 as relevant data have not been collected during project preparation or since then. Therefore, the indicator is considered questionable in terms of its specificity, since a direct comparison with end-of-project targets is not appropriate.

Indicator 18 captures the number of community forest members, who have received technical and organisational training for community-based conservation. This indicator is partially redundant with Indicator 9 and therefore the “relevant” criterion is set to questionable.

Indicator 19 captures capacity building in protected area management, which is partially redundant with capacity building on ecosystem-based management approaches, the subject of Indicator 8. Thereby Indicator 19 has a questionable relevance.

Outcome 3

Five indicators capture progress towards the achievement of Outcome 3 according to the Project Document (Part II). They are presented in **Exhibit 13**, along with their SMART analyses.

Exhibit 13: SMART analysis of SFMP strategic results framework (Outcome 3)

Indicator	Baseline	End-of-Project target	MTR SMART analysis				
			S	M	A	R	T
Objective: Enhanced Carbon sequestration in and around HCVF in target forested landscapes							
20. Number of hectares of Sub-tropical Broadleaved Evergreen thorny forests and Western Himalayan Temperate Coniferous forests rehabilitated	0	3,400 ha of Sub-tropical broadleaved evergreen thorny forests and 10,005 ha of Western Himalayan Temperate Coniferous forests	Y	Y	?	Y	Y
21. Number of hectares of riverine forest reforested with native species	0	13,099 ha	Y	Y	N	Y	Y
22. Metric tons of CO ₂ eq sequestered through regeneration and reforestation over 30 years	0	5,148,943 metric tons CO ₂ eq	Y	Y	Y	N	Y
23. Number of best practice notes documenting forest restoration and reforestation and SFM	0	At least 5 best practice notes documents disseminated	Y	Y	Y	Y	Y
24. Number of carbon stock assessments and coefficients for key forest types in Pakistan developed and monitored	0	One set of baseline assessment completed and monitoring	?	Y	Y	N	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 20 does not account for the replacement of riverine for Chir Pine forest landscapes, whereby rehabilitation work in Chir Pine forests cannot be attributed to the indicator. This prompted the MTR Team to set the “attributable” criterion to questionable status.

Similar to the previous indicator, Indicator 21 does not account for the shift of targeted forest types in Punjab and therefore the targeted area for riverine reforestation is likely unattainable solely relying on the two riverine landscapes in Sindh. Accordingly, the indicator is non-compliant with the “attainable” criterion.

Indicator 22 captures carbon sequestration through forest restoration and is redundant with Indicator 2, which captures the carbon sequestration for the entire Project. Therefore, the MTR Team considers the indicator irrelevant.

Indicator 24 defines the number of carbon stock assessments and relevant coefficients for key forest types in Pakistan. Given that the Project only conducts carbon stock assessments in the seven pilot landscapes based on custom-made carbon coefficients, the indicator is entirely redundant with Indicator 2, which precludes that carbon stock assessments based on local coefficients have been completed. Therefore, the MTR Team considers Indicator 24 to be irrelevant.

Four key informants and document analysis highlight challenges of the Strategic Results Framework in terms of vagueness and targets that are not tracked. This, along with weak delineation of the contents of individual Outputs against each other, leads to partial overlaps and thus a lack of clear strategic guidance for project implementation. Several ambiguous sections do not allow explicit assignment of activities to individual outputs and thus negatively affect the clarity of work planning, monitoring progress towards results, reporting, as well as evaluation. The challenges of the project strategy are spelt out in greater detail in **Annex 12: Critical review of the Strategic Results Framework**.

Gender mainstreaming and social inclusion

The UNDP Environmental and Social Screening template is contained in the Project Document as Part III (page 113). The screening identified risks, which are largely congruent with the risks and assumptions listed on Page 49. These included:

- The risk of stakeholder conflicts may subside involvement of CBOs
- The risk of limited capacities of government and community stakeholders
- The risk of community resistance to change traditional forest management practices
- The risk of exclusion of vulnerable groups and elite capture

- v. The risk of fire. Identified mitigation measures included fire management as part of forest management plans.
- vi. The risk of utilizing genetic resources.

The risks and the remedial actions identified in the screening were understandable and are considered valid by the MTR Team. However, follow-up on the proposed remedial measures was not in all cases consistent. Risk iv) was supposed to be mitigated by facilitation of traditionally marginalized groups (landless, women, youth and school children) to be able to engage in SFM and the Project, particularly through equitable CBOs to be strengthened and incentive mechanisms developed by the Project. Given the gender specific risks identified, the Project's Strategic Results Framework identified a few gender specific indicators. UNDP focused on minimizing gender risks by mandating the preparation of a gender strategy and action plan across several PIRs, this was however not followed up on.

3.2 Progress towards results

3.2.1 GEF Tracking Tools

The comparison of the three GEF Tracking Tools (TT) for Biodiversity, SFM and REDD+, as well as Climate Change Mitigation completed at GEF CEO Endorsement and pre-MTR reveal the following results:

Biodiversity Tracking Tool: The pre-MTR status of the GEF Biodiversity Tracking Tool contains very minor updates as compared to the CEO Endorsement status. Of the targeted management practices that mainstream biodiversity, the pre-MTR TT reflects a single target achieved, which is the establishment of a protected area. However, based on two key informants the protected area in Punjab has not yet been established, even though a feasibility study has been completed. Additionally, the scope of the Project in targeting policy and regulatory frameworks by reflecting biodiversity in forest sector policy was updated, which the MTR Team agrees with.

SFM/REDD+ Tracking Tool: The scale of the Project has been amended from "sub-national – district, provincial" at CEO Endorsement to "site - landscape" pre-MTR, which reflects the realities of the Project. The spatial targets allocated to the three forest biomes (tropical, sub-tropical and temperate) have not been changed at MTR as compared to the status at CEO Endorsement. This, however, does not account for the swap of riverine for Chir Pine sites in Punjab, which would have necessitated the decrease of tropical broadleaf forests and the concurrent allocation of targets to sub-tropical coniferous forests in the pre-MTR TT. The spatial target for forest plantations has been reduced by 3,300 ha pre-MTR as compared to the TT at CEO Endorsement, but this was done inconsistently, as the reduction is not reflected in the allocations against the different forest biomes. Furthermore, the reduction of targeted impacts is not permissible without UNDP-GEF approval. The current situation of Outcomes at pre-MTR is identical with the status at CEO Endorsement and does not reflect progress made by the Project in terms of restoration/rehabilitation of degraded forests. The planned target of Outcomes does not reflect that the Project aims at obtaining government approval for forest sector policy/regulatory framework targets by the end of the Project. Instead of providing knowledge resources and products, the PIRs are referenced, which in turn do not contain detailed lists of these.

Climate Change Mitigation Tracking Tool: The status of consistency with the priorities identified in National Communications, Technology Needs Assessment, or other Enabling Activities under the UNFCCC was set from applicable at CEO Endorsement to non-applicable pre-MTR. The MTR Team recommends revisiting this, as the elaboration of national carbon assessment methodologies along with working on Pakistan's NDC targets (e.g. 20% CO₂ emission reduction, capacity building needs) are very much in the scope of the SFMP. Against the GEF CEO Endorsement status, the TT indicates that no additional co-financing beyond the commitments in the Project Document are expected, which indicates that the Project is not striving to create an enabling environment for private finance to contribute to climate change mitigation through forest landscape restoration. Under the Land Use Land Use Change Forestry (LULUCF) Objective, the scope of the carbon stock monitoring system was reduced from "implementation of science-based inventory/monitoring system" to "compilation and analysis of carbon stock information". In the assessment of the MTR Team, this change is not justified. The pre-MTR TT does not contain any information on GHG emissions avoided and direct carbon sequestration and filling this information should be followed up on.

3.2.2 Progress towards outcomes analysis

Objective: Promote sustainable forest management in Pakistan's Western Himalayan Temperate coniferous, Sub-tropical broadleaved evergreen thorn (Scrub) and Riverine forests for biodiversity conservation, mitigation of climate change and securing of forest ecosystem services.

Progress towards achieving the project objective is rated as:

Moderately satisfactory

Despite the one-year delay experienced at project start, document analysis, survey responses (refer to **Exhibit 14** and **Exhibit 15**), stakeholder interviews and personal observation in unison confirm that the Project managed to deliver substantial results, which however are not well reflected in progress towards impact indicators as shown in **Exhibit 16**.

Exhibit 14: Distribution of key informant responses to the survey question "How do you consider overall Project progress?" (n=14)

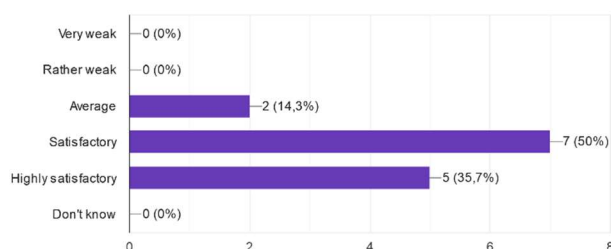
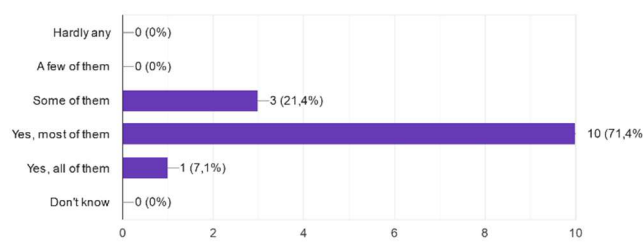


Exhibit 15: Distribution of key informant responses to the survey question "Do you think that the Project will be able to achieve its stipulated targets?" (n=14)



Accordingly, the rating "**moderately satisfactory**" is assigned for Progress towards achieving the project objective.

Exhibit 16: Progress towards results (Project Objective)

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2016	Oct 2019	Feb 2021	
1. Number of forest landscape management plans integrating considerations of biodiversity, ecosystem services, climate mitigation and community resource use (integrating sustainable forest management principles)	0	7 initiated	7	On target to be achieved*
2. Total avoided and/or sequestered carbon benefits over thirty-year period due to improved sustainable management of forests	0	No data**	9,908,090 tCO ₂ eq	Not able to assess
3. Extent in hectares of forest area managed for multiple sustainable forest management and ecosystem benefits	0	65,561 ha***	67,861 ha	On target to be achieved*

*At the risk of sliding into the category "not on target to be achieved"

**Indicator not monitored by the Project

***Forest area on which *at least some (mostly soft)* activities focusing on SFM have been initiated

Progress on the core task of landscape management planning started rather late in the Project and was subject to an ambitious timeframe. Nevertheless, nine key informants were confident that plans can be completed in time, which puts Indicator 1 **on target to be achieved**, however with a considerable risk of sliding into the category "not on target to be achieved". The Project has generated an extremely valuable database that allows multi-purpose forest landscape management planning, which is unparalleled in Pakistan. However, it remains partially unclear how the information will be synthesized and applied in landscape management planning and to what extent stakeholders incl. local communities, land-based government departments other than the Forest and Wildlife Departments as well as NGOs will be in the position to genuinely influence the planning outcome. Furthermore, it remains entirely unclear, whether governance arrangements for the implementation of landscape management will engage these stakeholders, or whether implementation will follow a sectoral approach driven by the Forest (and Wildlife) Departments. As an example, surface mining, which represents the most important driver of deforestation in Ara and Parera landscape in

Punjab will not be adequately addressed, in case the Mines and Minerals Department is not appropriately engaged into the governance of the landscape management plan.

Though carbon stock baselines were established in all landscapes by the Project, sequestration rates are established and projected for afforested areas, but not for conservation set-asides. The MTR is thus unable to assess progress towards targets of Indicator 2. A key informant indicated that the gap between potential (20 t C/ha/year) and actual carbon sequestration (4-5 t C/ha/year) in Sindh may challenge achieving end-of-project targets of Indicator 2.

The extent of forest area managed according to SFM principles under Indicator 3 was reported in the PIR 2019 as 65,561 ha. Two interviews with key stakeholders established that this figure is the largest collective area on which *any* SFM activities were initiated (e.g. landscape management plans). Until the results of these mostly soft activities take effect, the actual area managed according to SFM principles is a part of this figure. Accordingly, Indicator 3 is considered to be **on target to be achieved**, however, with a considerable risk of sliding into the category "not on target to be achieved".

Outcome 1: Embedded SFM into landscape-scale spatial planning.

Progress towards achieving Outcome 1 is rated as:

Moderately satisfactory

Indicative budget in the Project Document: US\$ 1,104,000.00

Actual costs incurred to this Outcome until MTR (September 30th, 2019): US\$ 1,042,991.66

Under Outcome 1, the Project has achieved the end-of-project target for one indicator, progress is on target for further seven indicators and not on target for one indicator (for details refer to **Exhibit 17**). Overall, the progress towards achieving Outcome 1 is considered **moderately satisfactory** by the MTR Team.

Exhibit 17: Progress towards results of Outcome 1

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2017	2019	Feb 2021	
4. Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management in Pakistan	0	Revision of Working Plan Code initiated/in progress in three Provinces	One set of SFM guidelines (for the three forest types included in the project) approved by MoCC & adopted by the provinces, by the fourth year of the project	On target to be achieved*
5. Number of forest landscapes completed forest inventory and maps in support of sustainable forest management	0	7	7	Achieved
6. Number of provincial/district level forest entities effectively applying consideration of the needs for biodiversity, climate mitigation, forest ecosystem services and community sustainable use	0	3	3	On target to be achieved
7. Number of forest monitoring protocols to assess effectiveness of adoption for SFM in forestlands	0 (existing practice, monitoring protocols used for recording forest violations & fires, not for consideration of ecosystem values & functions)	Draft Monitoring Information System available for Sindh, Activity initiated in KP and Punjab	3 sets of monitoring protocols, 1 for each of the 3 forest types of pilots, approved by the MoCC and adopted by the respective provincial Forest Departments	On target to be achieved
8. Number of provincial and district staff trained in the use of ecosystem-based planning tools	0	656**,***	30	On target to be achieved

Exhibit 17: Progress towards results of Outcome 1

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2017	2019	Feb 2021	
9. Number of forest community members and private forest owners undergone technical and skills training and development in sustainable forest management	0	114 (36% female)**,**	At least 200 (of which at least 10% are women)	Not on target to be achieved
10. Number of baseline assessment report on current unsustainable & sustainable resource use practices, state and/or condition of resources & baseline of key indicator species	0	7 mostly completed	At least seven baseline assessment reports completed, one for each forest landscape	On target to be achieved
11. Number of forest resource use conflicts effective resolved	0	Activity initiated	At least 50% of identified and documented conflicts effectively resolved	On target to be achieved*
12. Number of comprehensive recommendations for scaling-up and replication of sustainable forest management approaches emanating from the project sites	0	Activity initiated	One set each of best practices, successful models & composite recommendations developed by the implementing provincial govts. in consultation with the MoCC, adopted, publicized & supported in the country as part of future regular or dev. programs & shared widely through case studies etc.	On target to be achieved

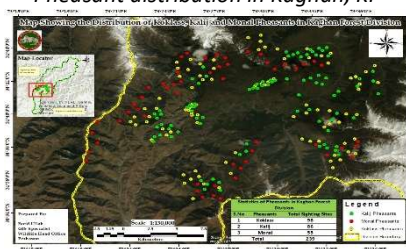
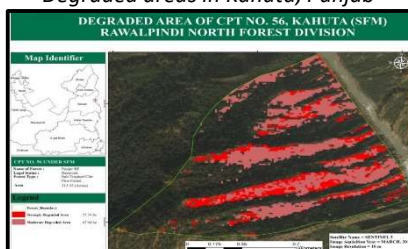
*At risk of sliding into the category "not on target to be achieved"

**Not as part of a comprehensive training package, but on individual aspects of contents of the indicator

***Figure established by MTR Team using SFMP Monitoring System data

Output 1.1: Forest resources and ecosystem services inventory and mapping informs forest management planning, implementation and monitoring at the landscape level

The SFMP has generated very impressive biodiversity baseline data (flora and fauna incl. mammal, avian, insect, and herpetofauna) on the pilot landscapes, which is unprecedented in Pakistan even for Protected Areas. Forest areas were surveyed and demarcated with boundary pillars (for the first time in history in Sindh) and this activity is being upscaled in a remarkable manner by the Provincial Government as indicated by three key informants. In this process, substantial areas designated as Reserve Forest, but in fact were farmed, were recovered, which led to conflicts. Forest inventories were completed, and impressive thematic mapping – partially relying on Remote Sensing analysis - was carried out for various topics as evidenced by document analysis (also refer to **Exhibit 18**) and five key informants. Additionally, the provision of ecosystem services in the targeted landscape was assessed by PFI. The target for Indicator 5 on the number of forest landscapes with inventories and maps has thus been **achieved**.

Exhibit 18: Examples of thematic mapping of project landscapes*Pheasant distribution in Kaghan, KP**Degraded areas in Kahuta, Punjab**Land cover in Nawabshah, Sindh*

On the other hand, the SFMP has not followed up on some targets of the Output, incl. i) guidance for integration of environmental information in mapping (incl. which are the standard mapping themes), and ii) development of guidelines for the allocation of forest land. For the assessment on the concerned Indicator 4, refer to Output 1.2.

Output 1.2: Updated guidelines, planning tools and regulations facilitate harmonization and mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management planning

Even though the provisions of the Project Document requiring the review of international best practices and current national practices of forest management planning were not followed, the SFMP has initiated the preparation of revised Working Plan Codes and forest monitoring protocols in all three provinces, as indicated by four key informants. Of these, the draft Sindh Forest Working Plan Code 2019 and the draft Monitoring Information System for Sindh are available at MTR. Four key informants expressed confidence in the timely completion of targets, which along with relevant non-initiated activities under Output 1.1, put Indicator 4 **on target to be achieved**, however with a considerable risk of sliding into the category "not on target to be achieved". Though not explicitly mentioned in the Project Document, the SFMP developed the impressive draft Forest and Wildlife Policies of Sindh, which – according to two key informants and document analysis – were prepared based on an intensive stakeholder process and are awaiting formal approval by the Provincial Cabinet.

Output 1.3: Landscape level forest plans integrates considerations of biodiversity, ecosystem services, climate mitigation and community resource use

For the discussion on landscape management plans, refer to Indicator 1 at the start of this chapter.

Output 1.4: Stakeholders' benefits of current unsustainable and sustainable forest practices and status of forest resources assessed

As per Project Document, the SFMP was to i) review current forest conditions and use, ii) map resource use areas and village locations, incl. livelihood patterns the resource dependencies, iii) conduct consultations with local communities on resource use to identify their needs and interests. Of these, the Project has i) assessed current forest conditions in all landscapes, as evidenced by document analysis and interviews with four key stakeholders. Additionally, document analysis shows that local forest use strategies were identified in some, but not all landscapes. However, based on document analysis and four key respondents it is evident that the Project has not yet mapped resource use areas and has not yet led structured stakeholder consultations on their resource use needs. The PIR reports partially irrelevant progress towards the concerned Indicator 10 (e.g. carbon stock assessment, gender mainstreaming, etc. studies). Nevertheless, important progress has been made in the form of socio-economic baseline studies and the assessment of forest use practices, particularly in the Punjab landscapes. Additionally, PFI assessed fuelwood consumption patterns in Khyber-Pakhtunkhwa and Punjab and pasture productivity in KP. The indicator wording additionally states that the population trends of indicator species should be assessed, which has been done for Hog Deer and Indus Dolphin. While the MTR recommends following up on the outstanding targets in a systematic manner across all landscapes, the remaining lifetime of the Project is judged to be sufficient to achieve this. This puts Indicator 10 on **target to be achieved**.

Output 1.5: System for effective monitoring and enforcement of forest management plans, including clear delineation of roles and responsibilities of key partners and management of participatory processes informs forest management and development

In Khyber-Pakhtunkhwa, the SFMP as initiated the preparation of a monitoring framework for the Provincial Forest Department in April 2019, as evidenced by a workshop report and reaffirmed by two key informants. Current monitoring practices, gaps, and stakeholders along with monitoring needs for specific purposes were reviewed, results-based monitoring was introduced and a road map for developing a comprehensive monitoring framework was prepared. An innovative online Monitoring Information System (MIS) was prepared in Sindh, which allows multiple query options. The MIS is in the process of being populated with data, but still needs to be approved. Besides, the Project has just initiated the preparation of forest monitoring as part of the landscape management plans. Related capacity development was imparted on the use of the MIS. Thus, Indicator 7 is **on target to be achieved**.

Output 1.6: Forest resource use conflict management and resolution processes established in multiple use zones

In Khyber-Pakhtunkhwa, the SFMP has conducted a comprehensive study on i) identification on conflicts (not explicit cases, only types of conflicts) and their root causes and ii) identification of options for conflict resolution in the two targeted landscapes. In connection to this, a two-day training was imparted. In Punjab, the Project held community

meetings on the identification of conflicts and conducted a study on resource use conflicts in Chakwal district. In Sindh, the Project engaged on mitigating the conflict that was created by the project through delineating forest boundaries. Authoritative boundary demarcation by the Survey of Pakistan and active resolution of the conflict through stakeholder meetings was pursued by the Project, without any documentation. Contrary to the PIR 2019, this conflict appears not fully resolved as evidenced by an encounter of the MTR Team with an aggrieved local community member. Overall, indicator 11 is **on target to be achieved**, however at risk of sliding into the category “not on target to be achieved”.

Output 1.7: Capacity building for provincial and district level forest agencies, local communities and other stakeholders, including (i) training workshops and courses (ii) vocational training modules (iii) on-the-ground demonstration and training and (iv) patrolling skills and forest fire controlling training enhances capacity for sustainable land and forest management within key agencies and communities

Indicator 8 has been over-achieved in terms of quantity (refer also to **Annex 9: Capacity building, knowledge management and awareness events**), but there are some observations in terms of quality. According to the Project Document, the Output is to i) conduct a comprehensive training needs assessment, ii) develop a multi-component training programme on SFM and to iii) mainstream it into the syllabus of established forestry training institutions. Additionally, iv) individual training workshops, etc. are supposed to be conducted both for forest department staff and local communities. The Project did not take a systematic approach to delivering this output, as evidenced by document analysis and four key informants. A comprehensive capacity needs assessment was carried out in Sindh and it is recommended to follow up on this in the other two provinces. Though a high number of trainings were developed and imparted, these were not fully synergistic, tackled certain aspects of SFM (e.g. GPS & GIS, inventory, drone technology), but missed on other essential ones (e.g. on the core aspect of forest management planning), and have until the MTR not been imparted as part of a multi-component training programme. According to three key informants, the SFMP has initiated the revision of the training syllabus of the Forest and Wildlife Training School Miani, Sindh. Additionally, the SFMP has delivered training courses on SFM, improved digital access to key literature, research on SFM related to project activities, etc at PFI. Overall, Indicator 8 on capacity development of the forest department is assessed to be **on target to be achieved**. Though not stated in the Project Document, the SFMP pursued infrastructure development of GIS labs for the Sindh Forest Department in Karachi and Hyderabad to enable capacity development.

In terms of capacity development of community members on SFM, the PIR reports trainings on sustainable NTFP management, horticulture and livestock rearing. In the interpretation of the MTR Team, only the first can be attributed towards Output 1.7/Indicator 9 dealing with SFM, whereas the rest should be attributed to Output 2.3/Indicator 18 on technical and community organizational skills for sustainable resource use (for more details refer to the relevant section below as well as **Annex 7: Capacity building, knowledge management and awareness events**). Nine Focus Group Discussions unanimously evidenced low level of awareness among local communities on SFM, including its objectives, approaches and tools for community application. Thus, Indicator 9 on capacity development of local communities in SFM is assessed as **not on target to be achieved**.

Indicator 6 describes the effective application of multi-objective (biodiversity, climate change, ecosystem services, community sustainable use, etc.) management of forests by provincial forest departments. In the baseline situation these objectives were unknown or not followed. As evidenced by numerous interviews with key informants, document analysis and the personal observation of the MTR Team, all three provincial forest departments have made substantial progress towards end of project targets. This was most notable at the concerned field levels but was also remarkable at the provincial department headquarters. Thus, Indicator 6 is considered to be **on target to be achieved**.

Output 1.8: Recommendations for facilitating adoption (institutionalising), scaling up and replication of sustainable forest management practices promoted

As evidenced by four against one key informants, the SFMP has initiated the collection of best practices on SFM practices emanating from project sites that will form the subject of recommendations for replication and up-scaling. At the time of the MTR no documentation is available that demonstrates progress towards the respective end-of-project target. Given that best practices emanating from the project are expected to crystalize in the second half of the Project, Indicator 12 on the number of comprehensive recommendations is assessed to be **on target to be achieved**.

Outcome 2: Biodiversity conservation strengthened in and around High Conservation Value forests.

Progress towards achieving Outcome 2 is rated as:

Moderately satisfactory

Indicative budget in the Project Document:

US\$ 1,739,000.00

Actual costs incurred to this Outcome until MTR (September 30th, 2019):

US\$ 1,196,862.74

Until the MTR, the Project put moderate emphasis on achieving targets under Outcome 2. Three indicators are on target to be achieved, through two of them are at risk of sliding into the category “not on target to be achieved”. One indicator is not on target to be achieved, whereas progress could not be assessed for three indicators (**Exhibit 19**). As a result, the assessment **moderately satisfactory** is assigned to progress towards achieving Outcome 2.

Exhibit 19: Progress towards results of Outcome 2

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	2018	Feb 2021	
13. Hectares of high biodiversity conservation value forests identified, designated and effectively managed for biodiversity and climate change mitigation	0	7,950 ha subtropical evergreen thorny forests and 13,059 ha of riverine forests identified*	At least 18,000 ha of Western Himalayan Conifer forests, 4,459 ha of sub-tropical evergreen thorny forests and 18,898 ha of riverine forests	On target to be achieved**
14. Population trends of key indicator species of <i>Ovis vignei punjabensis</i> , <i>Axis porcinus</i> , <i>Pucrasia macroloph</i> , <i>Platanista gangetica minor</i> stable or increasing	0	No data / <i>A. porcinus</i> & <i>P. gangetica minor</i> with increasing population***	Population of indicator species stable or increase over time	Not able to assess / On target to be achieved
15. Emissions of metric tCO ₂ avoided from conservation set-asides over a 30-year period	0	No data	4,759,145 tCO ₂ eq	Not able to assess
16. Extent of forest ecosystem covered under a model for Community Managed Conservation in High Conservation Value Coniferous forests with potential for replication established	0	4,000 ha****	At least 8,000 ha	Not on target to be achieved
17. Percentage of households reporting increased incomes in community managed conservation areas from forest and non-forest resources	Baseline incomes would be assessed once forest inventory and mapping completed and locations for community forest use identified	No data	20% of which at least 30% of beneficiaries are women	Not able to assess
18. Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use.	0	231 (28% female)	At least 100, of which at least 10% would be women	On target to be achieved
19. Number of provincial forest staff trained in use of tools and techniques for improved protected area management and species conservation	0	129*****	60 forest and 30 wildlife staff of different levels trained in forest biodiversity conservation in two weeks to three months training courses	On target to be achieved**

*HCV areas identified and delineated; in Sindh a smaller area will be designated.

**At risk of sliding into the category “not on target to be achieved”.

***Positive population trends against baseline available for *A. porcinus* and *P. gangetica minor*, for rest only baselines but no trends assessed.

****Approximate figure reported in PIR, no substantive evidence of verification available

*****Trainings to not fulfil the target in terms of the required duration.

Output 2.1 Avoided deforestation of High Conservation Value Forests with forest use regime change from unsustainable use to biodiversity conservation and non-exhaustive community forest management instituted

Indicator 13 describes the area of High Conservation Value (HCV) forests identified, designated and effectively managed. As demonstrated by document analysis and corroborated by two key informants, the Project has delineated HCV forests throughout the scrub landscapes in Punjab over 7,915 ha, following an exemplary analysis of biodiversity data and habitats. Additionally, 13,059 ha were identified in Sindh while the activity has only been initiated in Khyber-Pakhtunkhwa, as indicated by one key informant each. In addition, the designation of Ara, Diljaba and Parera landscape as a protected area and the preparation of a conservation management plan has been initiated in Punjab. Management plans for the remaining HCV forests will be prepared as part of the landscape management plans as per information obtained from two key informants. Restoration activities in some HCV forests have been initiated, such as the wetland restoration in (Kot-Dhingano), management of Invasive Alien Species (Punjab), rotational grazing management aided by brushwood fencing (Kot Dhingano), captive breeding of endangered species (Punjab and Sindh), forest fire management incl. associated capacity building (Kahuta, Kalar Seydan – Punjab; Kot Dhingano – Lakhat, Sindh). Biodiversity-based income generating activities incl. ecotourism (Ara and Parera) and NTFP management (Kot Dhingano) were also initiated, all evidenced by personal observation, document analysis and interviews with key informants. Based on the above, Indicator 13 is **on target to be achieved**, while at risk of sliding into the category “not on target to be achieved”. Though not explicitly mentioned in the Project Document, substantial resources were devoted to conservation related infrastructure development (e.g. forest inspection huts, road repair, bridle paths, etc.).

Indicator 14 describes the population trends of four indicator species. Interviews with one key informant each indicate that population trends against an established baseline are positive for Hog Deer (*Axis porcinus*) and Indus Dolphin (*Platanista gangetica minor*), even though a reaffirming report have only been released for Hog Deer. The baseline population status of Koklass Pheasant (*Pucrasia macrolopha*) and Punjab Urial (*Ovis vignei punjabensis*) has been established, but population trends have not been monitored. (Thus, overall the MTR is **not able to assess** progress on Indicator 14. Additionally, the SFMP has monitored the population status of other important wildlife species, incl. Asiatic Black Bear (*Ursus thibetanus*), Monal (*Lophophorus impejanus*) and Kalis Pheasants (*Lophura leucomelanus*), as well as Grey Langur (*Semnopithecus entellus*) in the KP landscapes.

Indicator 15 describes the carbon sequestration benefits of conservation set-asides. Even though the carbon baseline has been established, no projections of carbon sequestration in conservation set-asides are available, whereby the MTR is **not able to assess** progress towards end-of-project targets of Indicator 15.

Output 2.2 Community-managed conservation area model of community governance and management system operational

Indicator 16 describes the extent of HCF forests under community-managed conservation. The PIR 2019 reports that 50% of the targeted area is under community management, because this is the area guarded by people. The Project Document describes a substantially more comprehensive community-based conservation model to be targeted by the project, which includes i) strengthening of CBOs, ii) participatory mapping of resources, dependencies & conflicts, iii) defining community resource use practices, iv) promoting of biodiversity-friendly livelihood options (ecotourism, trophy hunting, NTFPs, farm forestry, agroforestry, REDD+), v) compiling all the above in community-based conservation plans, which include a monitoring and evaluation framework, vi) carry out associated community capacity building on organizational development, accounting, resource mapping, management planning, monitoring, etc. The MTR found evidence for community awareness raising activities on SFM as described in **Annex 9: Capacity building, knowledge management and awareness events**. Additionally, *guzara* forests were mapped in KP and 21 Community-Based Organizations (CBOs) were formed across Kaghan and Siren landscapes in Khyber-Pakhtunkhwa and Diljaba in Punjab. Additionally, the SFMP has engaged a network of community forest watchers (*nigehbans*) in all provinces. As evidenced by three Focus Group Discussions, concerned local community members in Khyber-Pakhtunkhwa have low awareness of the model of community-based conservation. The established CBOs have weak governance structures, lack mandates and have not taken effective control of managing the HCV *guzara* forests in a more sustainable manner. Awareness in Punjab was slightly better, but the Project has not initiated any activities towards improved management of *shamlat* forests. Community-based conservation planning has not been initiated and thus the implemented conservation and biodiversity-based livelihood development activities do not contribute in a synergistic manner towards the goal of biodiversity conservation. Therefore, progress against the targets of Indicator 16 is assessed as **not on target to be achieved**.

Exhibit 20: Tunnel farming in Chakwal, Punjab

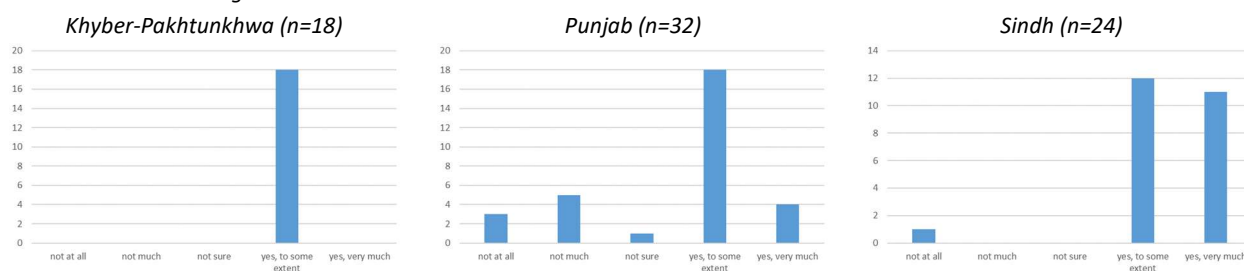


Exhibit 21: Soil conservation in Ara, Chakwal, Punjab



Indicator 17 describes the percentage of households reporting increased income from forest and non-forest resources. The SFMP has implemented NTFP value chain development of black persimmon in Khyber-Pakhtunkhwa and forest honey in Sindh. Additionally, ecotourism activities are being implemented in Khyber-Pakhtunkhwa and Punjab and trophy hunting is planned in Punjab and Sindh. Ecotourism development however mostly focuses on infrastructure development (renovation of huts and paths), is not community-based and has not yet generated benefits. The construction of biogas digesters (Sindh) and fuel-efficient stoves (Punjab and Sindh) reduce pressure on firewood. Besides, livelihood activities with indirect benefits for biodiversity conservation, such as the restoration/development of water ponds (Punjab), promotion of horticulture (fruit orchards in KP and Punjab, vegetable in KP and tunnel farming in Punjab: **Exhibit 20**), animal husbandry (poultry in KP), solar lighting of mosques (KP), water supply (KP), mini hydro power plants (KP), rural road construction (KP) are pursued by the Project at substantial scales. As indicated by four interview partners and corroborated by the personal observation of the MTR Team, social equity considerations were frequently not followed when identifying beneficiaries of livelihood investments (refer also to **Section 3.4.2**). Livelihood activities have to some extent contributed towards livelihood development and income generation, as evidenced by the distribution of 78 community survey responses. Responses in Sindh were more favourable, while they were slightly more critical in Punjab (**Exhibit 22**). At the same time, the MTR Team is not able to assess progress towards end-of-project targets of Indicator 17, since the Project has not established the baseline of household income levels and is not monitoring the indicator.

Exhibit 22: Distribution of community responses to the survey question "To what extent has this project contributed towards livelihoods and income generation at the local level?"



Output 2.3 Biodiversity conservation and capacities in and around High Conservation Value forests reinforced through training, enhanced enforcement, guidelines and strengthening with community managed conservation forests and involvement of communities in state managed forests

Under the respective Output, the Project is supposed to deliver comprehensive capacity development for forest and wildlife department staff as well as local communities on i) planning & management of community forestry, ii) sustainable management of forest-based resources, including grazing and Non-Timber Forest Products (NTFPs), iii) development of income generating activities, incl. in agriculture & value addition, and iv) land management. The Output has two concerned indicators.

Indicator 18 describes the number of community members trained in technical and community organizational skills for conservation-oriented sustainable resource use. At MTR, the Project has delivered trainings on sustainable NTFP utilization (wild honey harvesting), value addition to NTFPs (e.g. black persimmon and wild honey processing, packaging

and marketing), income-generating activities in agriculture & horticulture (e.g. orchard management, strawberry farming, tunnel farming), and reduced firewood dependency (construction of heat efficient stoves), as presented in **Annex 9: Capacity building, knowledge management and awareness events** and reaffirmed by several semi-structured interviews in communities. In Khyber-Pakhtunkhwa, capacity development focused both on community organization as well as sustainable resource use aspects, whereas no community organizational trainings were delivered in the other two provinces. Overall, progress on Indicator 18 is assessed to be **on target to be achieved**.

Indicator 19 describes the number of forest department staff trained in improved protected area management and species conservation. The Project has delivered two trainings on wildlife survey techniques in Khyber-Pakhtunkhwa towards this target, which overachieve the quantitative target, but they focused on one province only and did not meet the qualitative target in terms of the duration of trainings. Thus, Indicator 19 is considered to be **on target to be achieved**, however at risk of sliding into the category "not on target to be achieved". Though not explicitly mentioned in the Project Document, the SFMP has supported the renovation of the Sindh Wildlife Museum in Karachi.

Outcome 3: Enhanced Carbon sequestration in and around HCVF in target forested landscapes.

Progress towards achieving Outcome 3 is rated as:

Satisfactory

Indicative budget in the Project Document:

US\$ 5,098,000.00

Actual costs incurred to this Outcome until MTR (September 30th, 2019):

US\$ 2,141,633.94

The Project put strong emphasis on Outcome 3, evidenced by the progress towards results ratings of most indicators. All five indicators are on target to be achieved and thus progress towards targets under Outcome 3 is rated as **satisfactory** with details summarized in **Exhibit 23**.

Exhibit 23: Progress towards results of Outcome 3

Indicator	Baseline	Midterm status	End-of-Project target	MTR Assessment
Date:	2015	2018	Aug 2020	
20. Number of hectares of Sub-tropical Broadleaved Evergreen thorny forests and Western Himalayan Temperate Coniferous forests rehabilitated	0	2,107 ha of Sub-tropical broadleaved evergreen thorny & Chir Pine forests and 2,079 ha Western Himalayan Temperate Conifer	3,400 ha of Sub-tropical broadleaved evergreen thorny forests and 10,005 ha of Western Himalayan Temperate Coniferous forests*	On target to be achieved*
21. Number of hectares of riverine forest reforested with native species	0	3,700 ha	13,099 ha**	On target to be achieved
22. Metric tons of CO ₂ eq sequestered through regeneration and reforestation over 30 years	0	2,282,000 metric tons CO ₂ eq	5,148,943 metric tons CO ₂ eq	On target to be achieved
23. Number of best practice notes documenting forest restoration and reforestation and SFM	0	Some best practices identified, but practice notes not initiated	At least 5 best practice notes documents disseminated	On target to be achieved
24. Number of carbon stock assessments and coefficients for key forest types in Pakistan developed and monitored	0	7 baselines completed, but no monitoring yet	One set of baseline assessment completed and monitoring	On target to be achieved

*Target needs to include newly included Chir Pine forests

**The MTR proposes to reduce this target to 7,436 ha to account for the cancelling of riverine sites in southern Punjab

Output 3.1 Restoration of degraded temperate conifer forests and sub-tropical broadleaved evergreen thorny forests with indigenous species, realizing carbon benefits

Under this Outcome, the Project Document specifies the i) review of best practices of restoration, ii) preparation of a rehabilitation plan, iii) social fencing to reduce firewood collection, grazing, fire, iv) reforestation and assisted natural regeneration, v) monitoring, and vi) documentation and preparation of a manual on restoration. While the Project Document focuses these activities on *guzara* forests in Khyber-Pakhtunkhwa, in the interpretation of the MTR Team it leaves the option open to implement components of the Output also in other provinces. The Project has delivered the establishment of nurseries of a high diversity of native species in Khyber-Pakhtunkhwa and Punjab (personal observation of the MTR Team) and has carried out active and passive restoration on 2,079 ha of conifer forests in Khyber-Pakhtunkhwa and 2,107 ha of scrub forests and Chir Pine forests in Punjab, as evidenced by document review three key informants and personal observation. Restoration activities included assisted natural regeneration in enclosures, dry afforestation (**Exhibit 25**), seed dibbling, erosion control using check dams (**Exhibit 21**) and forest fire management incl. prescribed burning in Chir Pine forests, all assessed to be in highly effective in the field by the MTR Team. Some afforestation activities were linked to highly successful public awareness raising events in Punjab. Overall progress is below the spatial targets for Kyber-Pakhtunkhwa and on target in Punjab. Indicator 20 is thus **on target to be achieved**, however at risk of sliding into the category “not on target to be achieved”.

Output 3.2 Reforestation of degraded riverine forests with indigenous species, realizing carbon benefits and biodiversity conservation

In order to restore riverine forests, the Project Document stipulated the collection of seed, preparation of land, broadcasting of seed, maintenance as well as the preparation of community-based resource management plans. Seeds of several domestic tree species were collected from local seed sources in large quantities. The Project utilized seed broadcasting after inundation by the Indus to regenerate lower lying areas and established solar-powered tube wells to lift water to irrigate higher lying afforestation areas in the first season (**Exhibit 24**). The Project has delivered highly impressive progress by effectively restoring 3,700 ha of riverine forests within two seasons in Sindh, as evidenced by personal observation, remote monitoring, interviews with three key stakeholders and the review of documents. Some of the reforestation activities were implemented as high-profile public awareness raising events. The MTR Team recommends to reduce the concerned indicator target to account for the shift of riverine to Chir Pine forest landscapes in Punjab (refer to **Section 3.1.2**), and therefore considers the progress towards end-of-project targets of Indicator 21 to be **on target to be achieved**.

Indicator 22 describes the combined carbon sequestration benefits of restoration efforts across all forest types as described in Outputs 3.1 and 3.2. The SFMP has established the carbon baseline and has established the carbon sequestration rates in restored and reforested areas across the three provinces. Based on document review and information provided by a key informant, 44% of the sequestration targets under Outcome 3 have been achieved, which puts progress towards end-of-project targets under Indicator 22 **on target to be achieved**.

Exhibit 24: Riparian afforestation in non-inundated areas irrigated by solar-powered water pumps in Kot Dhingano, Nawabshah, Sindh



Exhibit 25: Dry afforestation in Diljaba, Chakwal, Punjab



Output 3.3 Best practice silvicultural approaches to forest restoration and reforestation documented, and capacities enhanced through training and local language guidelines

The activities described under this Output include i) analysis of best practices & lessons from SFM in Pakistan, ii) a seminar to take stock on SFM implementation, as well as iii) attending SFM-related international workshops, seminars, conferences. Against these deliverables, the Project conducted a workshop on national best practices of SFM with the help of IUCN. This workshop and the resulting report collected and documented a number of best practices. However, the presentation of these best practices does not comply with several aspects of documenting best practices, e.g. the details of the methodology, conditions of their applicability, etc. Additionally, interviews with three key informants indicated that various project units have taken note of certain best practices of SFM and forest restoration that the Project should document. Indicator 23 captures the number of best practice notes documenting forest restoration and SFM. Given that the Project has already made substantial progress towards end-of-project targets and most best practices are expected to be documented in the second half of the project, progress is assessed as **on target to be achieved**. Additionally, the Project organized international exposure visits and facilitated participation in international conferences on SFM as presented in **Annex 9: Capacity building, knowledge management and awareness events**.

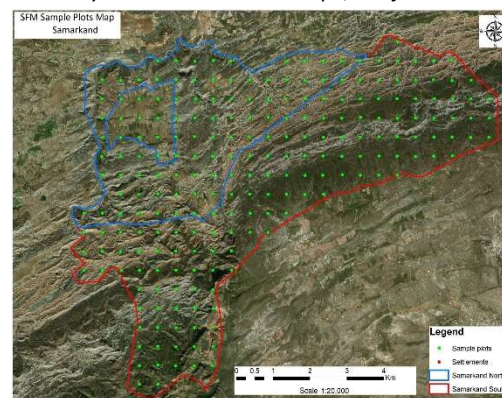
Output 3.4 On-the-ground application of nationally tailored methodology for measuring carbon stocks applied demonstrated and validated

According to the Project Document, the Output aims to i) deliver the development of carbon coefficients for the main species in the project landscapes, ii) take stock of the carbon baseline through inventories and to iii) periodically monitor the development of carbon stocks. Additionally, iv) accompanying capacity building should be imparted for forest department staff on the field application of carbon stock assessments as well as the theory and practice of carbon forestry. Largely relying on inputs by PFI, the Project has delivered impressive progress towards end-of-project targets. All necessary carbon coefficients (allometric equations) have been developed (**Exhibit 26**) and carbon baselines have been established in all landscapes through field-based inventories (**Exhibit 27**), as demonstrated by document analysis and interviews with four key informants. Forest department staff at all levels have been thoroughly trained in carbon inventory and other relevant aspects of carbon forestry as demonstrated by interviews in the field. At the same time, two key informants indicated that the Project has not yet started monitoring carbon sequestration against the baselines, though projections for afforested areas exist. Indicator 24 captures the number of carbon stock assessments and coefficients for key forest types in Pakistan that were developed and are monitored. Given that all aspects apart from monitoring have reached end-of-project targets, the indicator is assessed as **on target to be achieved**.

Exhibit 26: Field work on developing allometric equations for estimating above-ground biomass



Exhibit 27: Sample plot grid for carbon stock inventory in Samarkand landscape, Punjab



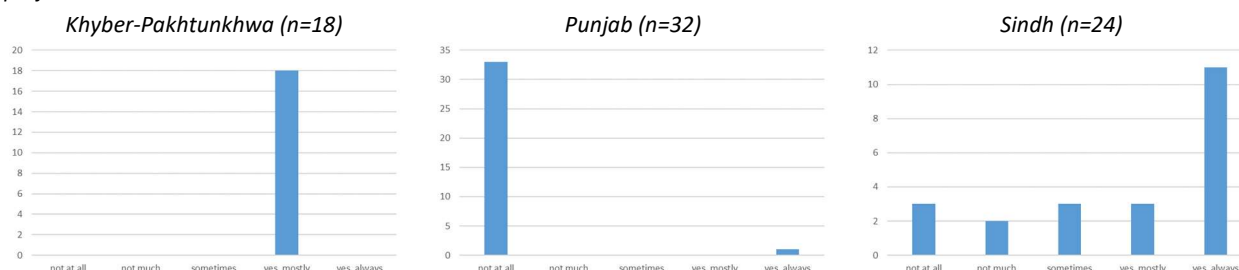
3.2.3 Remaining barriers

Lack of holistic, cross-sectoral planning: The Project has not engaged government stakeholders beyond the Provincial Forest and Wildlife Departments, which limits the potential of minimizing threats to SFM through cross-sectoral landscape level planning.

Lack of gender mainstreaming: The Project collects a limited number of gender-specific indicators related to training participation and offers specific livelihood support activities favouring women. Other than this, gender mainstreaming remains limited. The Project does not engage any female facilitators and its direct outreach to females is thereby limited mostly to specific training events as well as their indirect engagement through men. The question of female

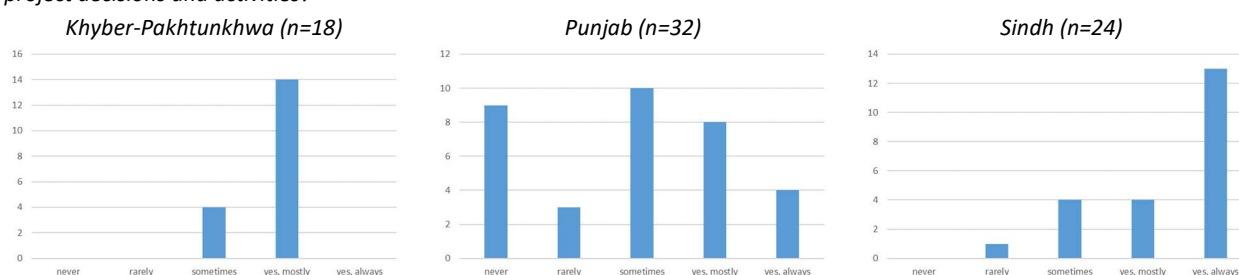
participation in meetings related to the Project shows differential responses by male respondents across the three provinces (**Exhibit 28**). The situation is presented as favourable in KP and Sindh, even though the MTR Team has concerns about the credibility of this information, given that no women attended any of the meetings related to the MTR despite attempts to engage them. The uniform responses received in Punjab, which state that virtually no women ever attend project meetings is corroborated by the personal observation of the MTR Team.

Exhibit 28: Distribution of male community responses to the survey question "Do women participate in meetings related to the project activities?"



Male responses on indirect engagement of women by keeping them informed show mixed results across provinces, with Punjab once again demonstrating the most restrictive situation (**Exhibit 29**).

Exhibit 29: Distribution of male community responses to the survey question "Do you discuss and keep the women informed about project decisions and activities?"



Limited community engagement: The Project has engaged the services of NGOs only in Sindh whereas it relies on Forest Department staff to act as community facilitators in the other two provinces. They in turn traditionally fulfil policing and law enforcement activities and have limited capacities to act as community facilitators apart from KP. Community engagement is mostly restricted to the implementation of livelihood activities, which are partially unrelated to SFM. Community-based planning, conservation and management of forests have not yet been implemented by the SFMP.

3.3 Project implementation and adaptive management

Project implementation and adaptive management is rated as:

Satisfactory

3.3.1 Management arrangements

Project Board: The Project Board (PB) is chaired by the head of the Executing Agency (Secretary, MoCC) and its membership includes the NPD (Joint Secretary (Admin), MoCC; UNDP; EAD; the Secretaries of the Forest, Environment and Wildlife Departments of the three provinces; and the three PPDs. The PB has convened five times since project start (**Exhibit 30**), as evidenced by the review of the minutes of meetings and by two key informants. The PB meetings mostly deal with the review of past activities and the approval of AWP. Provincial Management Committees (PMCs) coordinate project implementation in the three provinces with similar mandates and a comparable agenda as the PB. PMCs in different provinces were established at different times in the Project (**Exhibit 30**) and they are not headed by the Provincial Planning and Development Departments (PP&DDs) as stipulated in the Project Document. The PB and the PMCs are considered effective in guiding project implementation as indicated by four key informants, however in the assessment of the MTR Team the non-inclusion of PP&DDs and other land-based line departments represents a hindrance towards establishing cross-sectoral landscape management in the targeted landscapes.

Exhibit 30: Details of Project Board and Provincial Management Committee meetings

Year	Project meetings	Provincial Management Committee meetings		
		Khyber-Pakhtunkhwa	Punjab	Sindh
2017	May 18 th , 2017 December 20 th , 2017	December 19 th , 2017	-	-
2018	April 19 th , 2018 December 27 th , 2018	-	November 15 th , 2018	-
2019 (Jan-Sep)	March 29 th , 2019	January 21 st , 2019 July 26 th , 2019		March 27 th , 2019

GEF Agency (UNDP): UNDP provides managerial, technical and procurement backstopping to SFMP primarily through its Country Office (UNDP CO) and ensures that implementation follows GEF guidelines. According to one key informant, certain strategic decisions are taken by the NPD and the PMU without including UNDP, though this is contested by another key informant. Field visits by the UNDP CO are regular, as indicated by a key informant. No UNDP-GEF RTA monitoring visit has taken place yet. UNDP's support to the PMU is results-oriented, as indicated by a key informant.

In the PIR 2019, both the UNDP CO Programme Officer and the UNDP-GEF RTA provided detailed, well-founded analyses and assigned the ratings "moderately satisfactory" for the Development Objective progress and "satisfactory" for the Implementation Progress. While the validity of risks has been reaffirmed in the ATLAS risk log has been annually since project start, newly arising critical risks and respective adaptive management responses are partially outlined in the PIRs. UNDP repeatedly followed up on the mitigation of environmental and social risks identified through the UNDP Environmental and Social screening by mandating the preparation of the gender strategy (which was not done).

Implementing Partner and Responsible Parties: The Implementing Partner (IP) of the SFMP is the Ministry of Climate Change, Government of Pakistan, while the Provincial Forest and Wildlife Departments of Khyber-Pakhtunkhwa, Punjab, and Sindh act as Responsible Parties (RPs) for project implementation in their concerned provinces. Their corresponding roles are defined in the Project Document (Table 4) and described in **Exhibit 6**. In addition, the roles of Responsible Parties are further defined in Letters of Agreement signed with them as listed in **Annex 9: Memoranda of Understanding with Implementing Partners**. In the personal observation of the MTR Team, the level of government ownership is very high. All agencies stand behind the project objectives, take keen interest in decisions and active part in implementation.

Additionally, IUCN is named as an RP in a signed Letter of Agreement with a framework budget of US\$ 1,516,900.00, corresponding to 18.2% of the total GEF grant. Due UNDP rules were not followed for IUCN's RP Agreement, which would have required either the identification of IUCN as an RP in the Project Document, or the selection of IUCN through a competitive bidding process. The core project activity of preparing landscape management plans is largely outsourced as evidenced by five key informants and the analysis of LoA documents (see also **Annex 10: Letters of Agreement with Responsible Parties & Service Providers**). This reduces i) cost-efficiency, indicated by three key informants and data presented in **Exhibit 31**, ii) ownership, indicated by one informant, and iii) capacity development on behalf of the government departments, also indicated by one key informant and the analysis of PB meeting minutes.

Signatory procedures at the senior project management level and the frequent change of PPDs in Sindh affect operational implementation, each evidenced by one key informant and the review of audit reports. Project activities assigned to the staff of Provincial Forest and Wildlife Departments represent additional duties besides their regular tasks, but project-related duty travel and other field expenses are frequently not refunded to field staff by their parent departments, as unanimously evidenced by numerous interviews. Heavy staff turn-over especially of DFOs, SDFOs and Range Officers in KP and Sindh tasked with project implementation in individual landscapes restrains project progress. The mitigation risks identified in the UNDP Environmental and Social screening procedure have not received high emphasis – the gender strategy has not been prepared.

Project Management Units: The SFMP has a total of 19 staff, including the PMU, which is staffed with an NPM, M&E Officer, Administrative & Finance Officer and four support staff, while each PMIU is staffed with one PPC, one Administrative & Finance Assistant and two support staff. All positions are manned with personnel of adequate qualification, who work in a highly motivated manner. The position of Capacity Building and Outreach Specialist is identified in the Project Document in Part III: Management Arrangements on page 77. However, the Project Document contains no ToR for the position and also does not consider it in the budget. The position has not been filled, which

represents an hurdle to effective communication and capacity building. Until the MTR, project staff fluctuation was moderate: the AFA in Sindh was replaced and replacement of the PPC in Khyber-Pakhtunkhwa is in progress.

Gender: Overall, the level of female engagement in the SFMP is very limited. None of the PB members, staff of the Implementing Partners and only three of the Responsible Parties and Service Contract Holders encountered by the MTR Team were females (refer to **Annex 3: List of persons interviewed during the MTR**). No gender specialists are engaged by the Project and at field level no female community facilitators are available.

3.3.2 Work planning

The project document was signed on April 17th, 2016 and subsequent staff recruitment was initiated with the NPM in January 2017 and was completed only by December 2017. This caused a very substantial delay in initiating project implementation. Delayed project start had a cascading effect on delayed signing of LoAs with Responsible Parties and Service Contract Holders, most of whom were brought on board only in mid-2017, as indicated by the review of LoA documents (refer to **Annex 10: Letters of Agreement with Responsible Parties**).

Annual Work Plans (AWPs) are prepared using standard UNDP formats. Work planning follows a well-structured three-tier (landscape, province, federal levels) approach, which is strongly driven by the interests of Provincial Forest and Wildlife Departments. AWPs in several points lack relevance to the strategic results framework (e.g. farm road construction, etc.), which however is enabled by the vague project strategy with multiple overlaps across Outputs (refer to **Annex 12: Critical review of the Strategic Results Framework**). In general, the Project could closely adhere to AWP milestones, also reflected in the excellent financial delivery of the project (**Exhibit 32**).

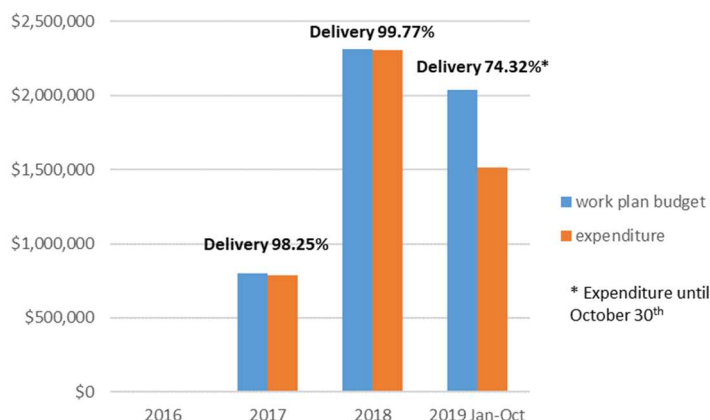
3.3.3 Finance and Co-finance

Financial expenditures: Document analysis indicated that between the project start and the MTR (September 30th, 2019) the financial expenditures incurred to the GEF grant amounted to US\$ 4,607,466.52, equivalent to 55.26% of the available grant. This was in perfect accordance with the time passed since the NPM was hired (2 years and 9 months, corresponding to 55% of the total project duration). Expenditure under Outcomes 1 and 2 was strongly and slightly above expectation, respectively, whereas expenditure under Outcome 3 and Project Management was below expectation. A key informant indicated that the PMU was soon going to initiate the revision of the strategic budget, allocating funds from Outcome 3 towards Outcome 1 and 2 up to the amount of the maximally allowed 10% of the total GEF grant. Document analysis and a key informant indicated that project management related expenditures were booked under technical Outcomes instead of Project Management, partially because UNDP project management funds were not delivered as expected. Details of financial expenditure under the GEF grant are presented in **Exhibit 31**.

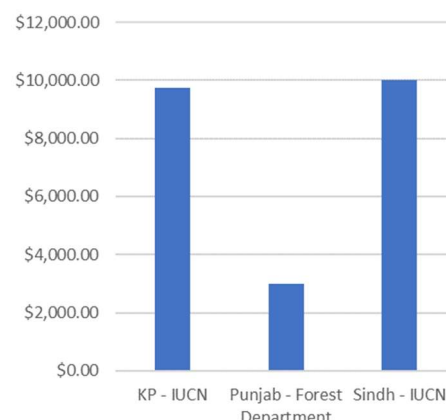
Exhibit 31: Financial expenditure incurred to the GEF grant until September 30th, 2019 (US\$)

Component	2016	2017	2018	2019 (Jan 1- Oct 30)	Total	ProDoc budget	% of ProDoc allocation utilized
Outcome 1	207.30	229,271.87	572,232.21	241,280.28	1,042,991.66	1,104,000.00	94.47%
Outcome 2		180,787.69	608,440.89	407,634.16	1,196,862.74	1,739,000.00	68.82%
Outcome 3		301,851.84	1,052,680.79	787,101.31	2,141,633.94	5,098,000.00	42.01%
Project mgmt.	427.74	71,408.17	33,592.71	57,601.32	163,029.94	397,000.00	41.07%
Unrealized loss		3,170.99	82,236.31	32,105.79			
Unrealized gain		-291.64	-44,771.41	-9,501.80			
Total	635.04	786,198.92	2,304,411.50	1,516,221.06	4,607,466.52	8,338,000.00	55.26%

Financial delivery against Annual Work Plan (AWP) budgets was meticulously on target with more than 98% delivery in both complete calendar years of project implementation as per four key informants and the analysis of quantitative data (**Exhibit 32**).

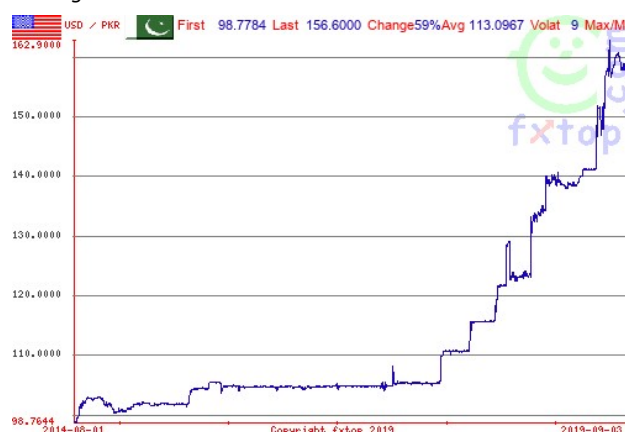
Exhibit 32: Approved budget vs. expenditures (US\$)

Source: CDRs 2016-2019, AWP 2017-2019

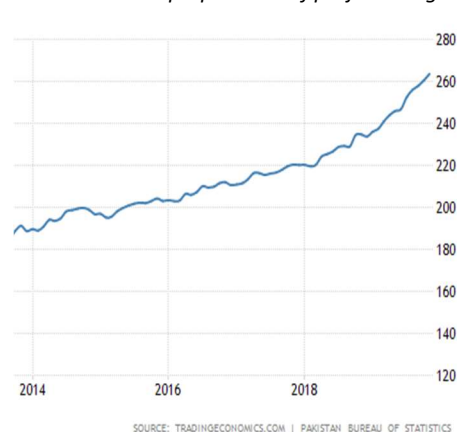
Exhibit 33: Cost effectiveness of individual landscape management plans (budgeted US\$)

Source: AWP 2019

As evidenced through the perfect financial delivery, document review and five key informants, the SFMP has excellent financial control mechanisms. The finance flow is at times slightly constrained by the one-month delay in releasing quarterly budgets, which is triggered when 80% of the previous funds are spent. Underspending in some provinces thus negatively affects other provinces, which are on track with financial delivery.

Exhibit 34: USD-PKR exchange rate development since preparation of project budget

Source: fxtop.com

Exhibit 35: Development of the Consumer Price Index in Pakistan since preparation of project budget

Source: tradingeconomics.com

The Pakistani Rupee (PKR) showed a considerable shift exchange rate against the United States Dollar (US\$), in which GEF funds were budgeted. Accordingly, the PKR value of the GEF budget at MTR is 55% higher in terms of PKR as compared to mid-2014, when the project budget was prepared (**Exhibit 34**). This gain of the available project budget was partially offset by substantial simultaneous inflation and the resulting rise in the Consumer Price Index by 20% over the same period (**Exhibit 35**). Thus, the value of GEF budget to be spent in PKR has increased by about 30% at MTR.

Exhibit 36: Details of GEF funds delivered through certain Responsible Parties and Service Contract Holders

IP	IUCN		Pakistan Forest Institute		Pakistan Natural History Museum		Snow Leopard Foundation	
Year	Budget	Mgmt. costs	Budget	Mgmt. costs	Budget	Mgmt. costs	Budget	Mgmt. costs
2017	26,000.00	25%	53,200.00	0	38,710.00	0	0.00	0
2018	236,000.00	25%	160,000.00	0	0.00	0	81,624.00	0
2019	155,000.00	25%	104,000.00	0	0.00	0	0.00	0
Total	417,000.00	104,425.00	317,200.00	0	38,710.00	0	81,624.00	0

Source: SFMP PMU financial management system

As evidenced by three key stakeholders and financial data received from the PMU, some of the sub-contracted activities have questionable cost-efficiency, indicated by i) the > 3-fold differences in the budgeted costs of landscape management plans prepared by IUCN in KP and Sindh vs. the ones prepared by the provincial Forest, Wildlife and Fisheries Department in Punjab (refer to **Exhibit 33**) as well as ii) the 25% management costs charged by IUCN (refer to **Exhibit 36** and **Section 3.3.1**). Additionally, the audit report of the project raised concerns over the outdated financial management software of the project.

The MTR investigated the financial efficiency of afforestation activities, comparing figures budgeted in the Project Document with actual rates. The Project delivered afforestation in a highly cost-effective manner, as actual rates did not generally deviate from budgeted rates (**Exhibit 37**), even though costs have increased over the period since the budgeting exercise (**Exhibit 35**). Thus, the Project has generated substantial savings on afforestation.

Exhibit 37: Costs of afforestation in the Project Document and at the time of the MTR

Forest type	Condition	Afforestation costs (PKR/ha)	
		ProDoc*	Current**
Temperate conifer	blank areas	39,000	no data
	understocked areas	13,650	no data
Scrub forest Punjab	blank areas	45,500	35,000
	understocked	13,130	no data
Chir Pine forest		n/a	8,400
Riverine forest Sindh	frequently flooded	13,000	11,500
	rarely flooded	33,540	50,000

*Project Budget, converted to PKR with exchange rate of 100 used in ProDoc page 99, current exchange rate of 155 leads to 55% higher figures

**Figures of current afforestation costs provided by PMIUs

Co-financing: The GoP did not prepare a PC-1 document for the co-financing component of the Project, and the Project did not follow up on the delivery of co-financing. In fact, numerous interviews indicated that virtually all key stakeholders were unaware of any government cash co-financing commitments. While this raises concerns about the strategic use of co-financing, provincial governments did deliver co-financing commitments, as indicated by a key informant. The total co-financing committed during CEO Endorsement Request amounted to US\$ 49,420,000, of which US\$ 34,613,792.00, equivalent to 70% of the total commitment was reflected as delivered as per information provided by the PMU (see **Annex 11: Co-financing table**).

UNDP released 19% of the committed cash co-financing as per Combined Delivery Reports. According to a key informant this can be explained by significantly decreased core resources of UNDP due to budget cuts arising from the global UN reform process. However, parallel co-financing by UNDP was above commitments and put the total co-financing by UNDP at MTR to 54% of the total expected. This puts co-financing on target against the 55% expected until MTR.

As per information by the PMU, until the MTR, the various Government agencies contributed 78% of the cash and 29% of the parallel co-financing committed during the CEO Endorsement Request which in total represents 71% of the total co-financing committed by the Government of Pakistan. The MTR could not ascertain why the co-financing of US\$ 650,000.00 committed by the GIZ was not delivered, as all interviewed stakeholders were unaware of it.

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, Project Board and Provincial Steering Committee meetings, technical monitoring, PIRs, quarterly and APRs, MTR, as well as terminal reporting and terminal evaluation. Additionally, progress towards GEF corporate results is monitored using the three GEF Tracking Tools (TTs) for Biodiversity, SFM and REDD+, as well as Climate Change Mitigation. Participatory monitoring is used by the Project in the form of reporting activities in WhatsApp groups by *nigehbans*. A separate M&E plan was not prepared by the Project. The SFMP engages one Monitoring and Evaluation Officer at the PMU, while PPCs are responsible for monitoring at the provincial level as the SFMP has no dedicated staff for monitoring in the PMIUs. The total monitoring and evaluation budget of the project amounts to negligible 0.7% of the GEF grant.

Despite lean human and financial resources, a solid monitoring system exists, physically maintained in the form of MS Excel workbooks at the PMU. As evidenced by document analysis and three key informants, the M&E Officer and

concerned PMIU staff conduct joint field monitoring visits on a quarterly to bi-annual basis that leads to the physical verification of approximately 60% of the Project's physical activities. Detailed monitoring reports contain information on the background of activities, the quantitative and qualitative progress towards Quarterly Work Plan targets, technical suggestions of the project team and conclusions. Activities are also documented through photos, though these do not always form part of the field monitoring reports. Quarterly progress review meetings track progress against Quarterly Work Plans (QWPs) and serve the purpose to expedite the delivery of activities which are behind schedule as stated by a key informant. The monitoring of progress towards spatial targets of forest restoration is carried out through GPS surveys by field staff, who share the obtained polygons along with relevant attributes with the concerned Provincial Forest Department, who in turn report it to the PMU. While no GIS system exists, which allows monitoring of cumulative restoration progress at the PMU level, the point coordinates of all physical interventions are available. Restoration success is monitored through drones in Sindh and independently by the Pir Meher Ali Shah Arid Agriculture University Rawalpindi in Punjab and by the Tando Jam Agriculture University in Sindh. Additionally, the SFMP has developed a Monitoring Information System for the Sindh Forest Department, which, however, has not yet been formally endorsed by the Department and is thus not yet used. The participatory monitoring by *nigehbans* is ad-hoc and not integrated into the Project's monitoring system. The TTs were completed at project development and immediately preceding the MTR, which was reviewed in **Section 3.2.1**.

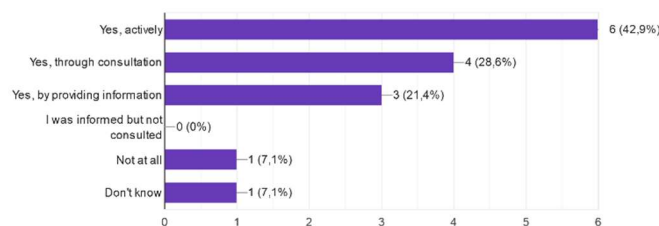
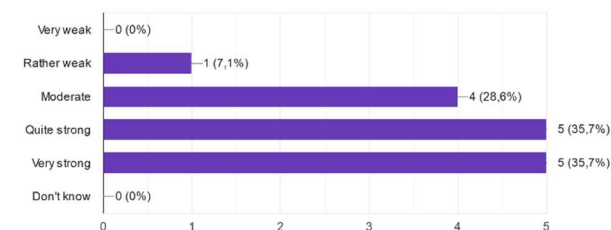
The monitoring system does not yield all the necessary information: indicator baselines were not verified during the Inception Phase for Indicators 14 (partially) and 17 and this has not been followed up on until the MTR. A further point of concern is that some indicators are not monitored, including on carbon sequestration (Indicators 2, 15, 22), forest resource use conflicts (Indicator 11), and income levels (Indicator 17). At the same time, some indicators are partially monitored, including the population of indicator species (Indicator 14), or inadequately monitored such as the extent of community-managed forest areas (Indicator 16). Furthermore, the monitoring system does not mainstream any broader development objectives (e.g. through assessing the Project's impacts on disadvantaged groups and collecting gender-disaggregated data apart from community participants of training events).

3.3.5 Stakeholder engagement and Partnerships

The Project Document (Table 4) stipulated stakeholders and their roles, which the SFMP has translated into the situation presented in **Exhibit 6** and further outlined in **Annex 10: Letters of Agreement with Responsible Parties & Service Providers**. The Stakeholder Involvement Plan (SIP; Project Document, Part VII) specifies that a Stakeholder Participation and Communication Strategy was to be prepared, which was not followed up on. Nevertheless, the Project leveraged most key partnerships essential for project implementation, defined by the three-tier structure of the Project at national, provincial and landscape levels. Stakeholders who were not brought on board against the provisions of the Project Document include: i) Provincial Planning and Development Departments, which were supposed to head the PMCs, ii) Provincial land-based Line Departments besides Forest and Wildlife, to be engaged in the preparation and implementation of landscape management plans, iii) Provincial Boards of Revenue for digitization of land records, iv) private sector for leveraging investments into SFM, and v) international projects for knowledge management.

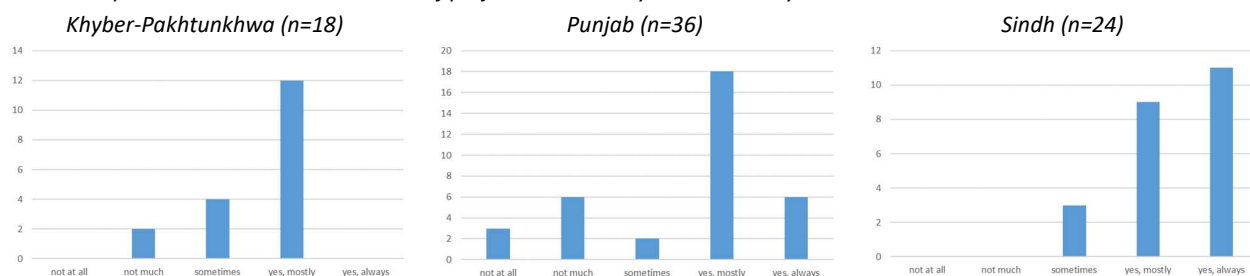
The Project was very successful in engaging research, academic and training institutions, including i) Pakistan Forest Institute (PFI), Peshawar for the assessment of carbon stocks, accompanying capacity development as well as support to PFI through the Project, ii) Pir Meher Ali Shah Arid Agriculture University Rawalpindi and iii) Tando Jam Agriculture University in Sindh to conduct research on regeneration success of afforestation, iii) Punjab Forestry Research Institute, Faisalabad to assess the effectiveness of enclosures on forest recovery, iv) Forest and Wildlife Training School Miani, Sindh for infrastructure, trainings and syllabus development. Additionally, the Project plans engaging with v) the Forest Services Academy Ghora Gali, Punjab for the development and imparting of training modules on SFM. The Project also maintains strong linkages to the upcoming GoP flagship programme Plant4Pakistan Initiative (= "10-billion tree tsunami project"), directly through the NPD and the PPDs, as reaffirmed by four against one key informants.

The engagement of NGOs is strong in Sindh, incl. i) Sindhica Reform Society to facilitate community mobilization and with ii) Pahel to develop alternative stoves and biogas plants. NGOs were not engaged in Khyber-Pakhtunkhwa and Punjab, even though this was foreseen in the Project Document. The Project also closely engages with IUCN as a Responsible Party for the assessment of ecosystem services, forest fire management, capacity building, identification of SFM best practices, and the preparation of landscape management plans. Linkages with other externally funded projects and the private sector have not been established.

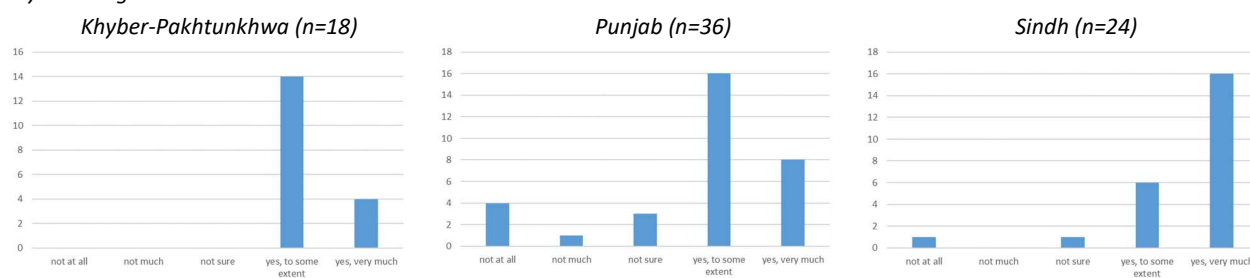
Exhibit 38: Distribution of key informant responses to the survey question "Where you/your organization involved in designing project implementation?"**Exhibit 39:** Distribution of responses to the survey question "How strong do you consider the engagement of various stakeholders in project implementation?"

National and provincial government stakeholders remain fully supportive of the project objectives and play a very active role in project decision-making and implementation. The engagement of key stakeholders started during project development, as presented in **Exhibit 38** and they consider stakeholder engagement to be rather strong (**Exhibit 39**).

Active support by Provincial Forest Departments towards community-based activities is largely confirmed by community respondents, particularly in Sindh, as presented in **Exhibit 40**.

Exhibit 40: Distribution of community responses to the survey question "Does the Forest Department provide adequate support towards implementation and maintenance of project activities in your community?"

The engagement of local communities has developed relatively well. However, in most cases communities were engaged for livelihood development and not for community-based conservation and sustainable management of forests, as evidenced by community survey responses (also refer to the latter part of this section). Community mobilization is facilitated by male and female Community Development Officers in Khyber-Pakhtunkhwa, by a few retired foresters hired as community facilitators in Punjab and by the Sindhica Reform Society and Pahal in Sindh. Additionally, community respondents confirm that most SFMP activities address local demands (refer to **Exhibit 41**).

Exhibit 41: Distribution of community responses to the survey question "Was your opinion asked while designing project activities in your village?"

However, awareness on the project objectives is moderate to weak at the community level, as evidenced by nine against one Focus Group Discussions. This is further corroborated through the results of community survey results, which indicate that in community members' understanding the project's most important activities include i) afforestation, road maintenance and alternative fuels in KP; ii) water ponds, horticulture, land management, and afforestation in Punjab; and iii) alternative fuels, afforestation and providing employment opportunities in Sindh, rather than community-based conservation and sustainable management of forests.

3.3.6 Reporting

Three PIRs have been finalized since project start (2017, 2018, 2019). While acknowledging good financial delivery and good progress towards some of the targets, the PIRs addressed the weak focus on i) the strategic results framework, ii)

gender mainstreaming, iii) institutionalized community engagement, iv) knowledge management and v) external communication, amongst others. The latest PIR 2019 assigned “satisfactory” to the Overall Development Objective Progress and “satisfactory” to Overall Implementation Progress Ratings and provided “moderate” as the Overall Risk Rating. As per PCOM requirements, the Project submits Quarterly and Annual Progress Reports that report progress against the Quarterly and Annual Work Plans. According to two key informants, the delivery of these reports is on time.

Adaptive management changes are well documented in PB minutes of meetings, but less so in the PIRs on i) the inclusion of certain activities outside the strategic results framework (e.g. strengthening of PFI), ii) the change of targeted landscapes in Punjab. Additionally, adaptive management responses at the operative level are documented as recommendations in the field monitoring reports conducted by the PMU. Adaptive management responses in terms of i) administrative matters (e.g. changes in signatories and staff turnover) and ii) the inclusion of certain activities outside the strategic results framework are not (well) documented. Recommendations in the PIRs are not always followed, e.g. regarding the preparation of the gender mainstreaming strategy and the communication plan. Upon Project Board decision to reduce spatial targets by 10% (=6,863 ha; refer to **Annex 14: Review of the spatial targets of the Project**), the compulsory approval by UNDP-GEF was not sought, and the strategic results framework was not adjusted.

As stated by two key informants and corroborated by document analysis, PIRs do not appropriately report progress against a number of mostly quantitative indicators (refer to **Section 3.3.4**). Instead, PIRs frequently report i) aspects not relevant in the context of the concerned indicators (e.g. qualitative reporting of activities against quantitative indicator targets), or ii) incorrectly assign activities towards indicators (e.g. Sindh forest policy counted as progress against Indicator 7 on monitoring protocols instead of Indicator 4 on forest management plan guidelines/protocols. Additionally, the vaguely defined project strategy with multiple overlaps across Outputs (refer to **Annex 12: Critical review of the Strategic Results Framework**) does not enable the unique assigning of activities towards individual indicators and the PIRs thus frequently contain reporting of individual activities towards multiple indicators.

3.3.7 Communication

The project does not engage a communication specialist and this role is filled by the M&E Officer and the NPM at the PMU and the concerned PPCs in the provinces. Communication is active and regular, however does not follow a strategic approach. A Stakeholder Participation and Communication Strategy was to be prepared as per Project Document (Part VII), but this was not followed up on.

Internal Communication: At the strategic level, internal communication takes place in the PB and PMC meetings (see **Exhibit 30**). At the operational level, communication within and between the project and IP & RP units is regular through WhatsApp groups at the Provincial and Federal levels. These groups capture all primary stakeholders, incl. PMU, PMIU, IP, Provincial Forest Department and village forest watchmen (*nigehbans*). Two key informants and the personal observation of the MTR Team confirm that instant communication via these channels strengthens ownership over achievements and encourages members. In terms of structured communication, members of the PMU conduct quarterly or bi-annual field visits to each province, and the PMU is in daily remote contact with the PMIUs.

Most, but not all key informant survey respondents stated that they received regular information on project progress (**Exhibit 42**) and that reports were readily shared with them (**Exhibit 43**). The MTR Team noted that i) several document versions circulate in parallel and ii) most, but not all documents are available with the PMU.

Exhibit 42: Distribution of key informant responses to the survey question “Do you receive regular information about the progress of project implementation?”

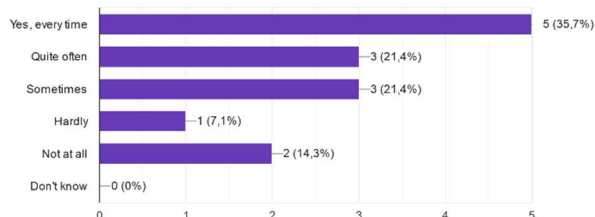
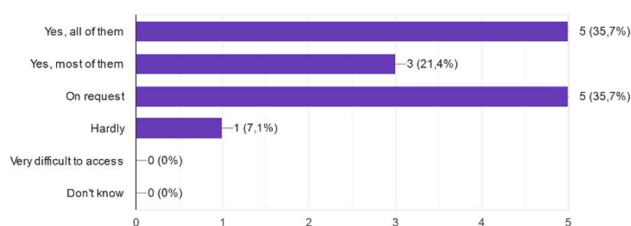


Exhibit 43: Distribution of key informant responses to the survey question “Are project reports made readily available?”

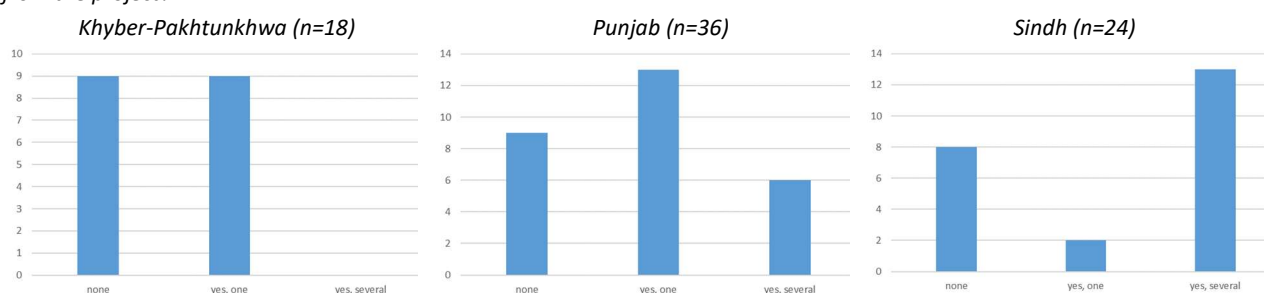


External Communication: The project has a very active Facebook page (<https://www.facebook.com/sfmundp.pk/>) and has designed a website (<http://sustainableforest.com.pk/>), which however has not yet been filled with content. High visibility of physical investments at the sites visited by the MTR Team was ensured through informative signboards. In

terms of awareness raising and promotional gifts, the project has produced a brochure providing an overview of the SFMP, issues annual table calendars conveying project contents and distributes hats, etc. bearing the corporate design of SFMP. More than half of the community members reported that they received any SFMP document (**Exhibit 44**).

The project has produced a high number of documentaries on project progress and regularly airs TV and radio spots in local channels in all three provinces. Additionally, the SFMP observes major environmental events, such as the World Wildlife Day and the World Forestry Day (=International Day of Forests) on a regular basis. The project has successfully implemented awareness raising campaigns around several project activities, e.g. the mass plantation of trees by a cadet school in Punjab, the aerial seeding for forest restoration by the Pakistan Airforce and the participation in a mass afforestation event of the Forest Secretary in Sindh, amongst others.

Exhibit 44: Distribution of community responses to the survey question "Did you receive any brochure, leaflet, training manual from the project?"



Apart from a large-scale knowledge sharing workshop connected to the AWP workshop 2018, knowledge management was pursued through scientific documentation of Project results by academic and research organization. Dissemination has not received substantial emphasis as indicated in the PIR 2019 and corroborated by the personal observation of the MTR Team. SFMP supported the digitization of all back issues of the Pakistan Journal of Forestry at PFI. According to a key informant, learnings from foreign exposure visits are partially applicable to advance the targets of SFMP.

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 was increased by project progress until midterm and is additionally corroborated by key informant survey responses as presented in **Exhibit 8** and community survey responses as presented in **Exhibit 45**.

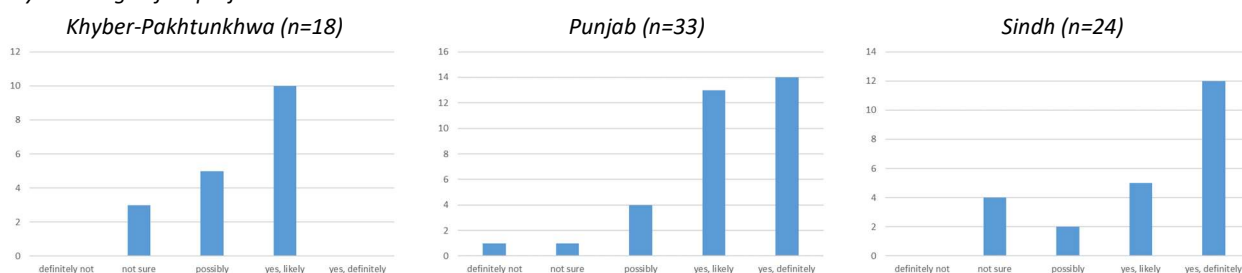
Overall risks to sustainability

The likelihood that benefits will continue to be delivered is rated as:

Moderately likely

The risk events in the ATLAS risk logs have not been amended, though the impact rating of some of them has been updated as compared to the Project Document. While the PIRs 2017 and 2018 do not state any critical risks and management measures, the PIR 2019 introduces the regulatory risk of forest boundary conflicts between the government and local communities. While these risks remain critical, the MTR Team suggests that the ATLAS project risk log may be updated with the UNDP risk categories: 1. Socio-economic risks (1.2 Gender discrimination, 1.4 Climate change), and 3. Operational risks (3.1 Complex design, 3.6 Poor monitoring and evaluation, 3.13 Procurement).

Exhibit 45: Distribution of community responses to the survey question "Do you think the Project's achievements can be sustained in your village after project closure?"



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

Provincial Governments have demonstrated the financial sustainability of several project interventions. As informed by a key stakeholder, the Government of Punjab intends to fund implementing the ten-year landscape management plans beyond the first two years that fall within the Project's remaining lifetime. Similarly, four key stakeholders confirmed the substantial co-financing that was delivered towards the renovation of the Forest and Wildlife Training School Miani in Sindh. Though two interview partners did not identify any concerns, the financial sustainability of the remaining landscape management plans may be uncertain based on the personal observation of the MTR Team. The financial sustainability of community institutions (CBOs and *nigehban* networks) is unlikely, as neither the project nor Provincial Forest Departments have set measures to ensure their funding beyond the project lifetime. The financial sustainability of certain SFMP investments in the field appears to be likely. As evidenced by one Focus Group Discussion, local community members utilize, maintain and up-scale fuel efficient stoves and biogas plants using own resources.

In order to create an enabling environment for continued financing of SFM, the Sustainability Chapter of the Project Document (page 70) identifies i) the development of business plans identifying sustainable financing mechanisms for SFM recognizing multiple benefits from forests, and ii) the community-based forest management "through suitable financial incentive mechanisms". While the Project initiated activities that will lead to income generation from forests (e.g. NTFP in Sindh, ecotourism in Punjab), limited progress on creating an enabling environment for continued financing is discernible.

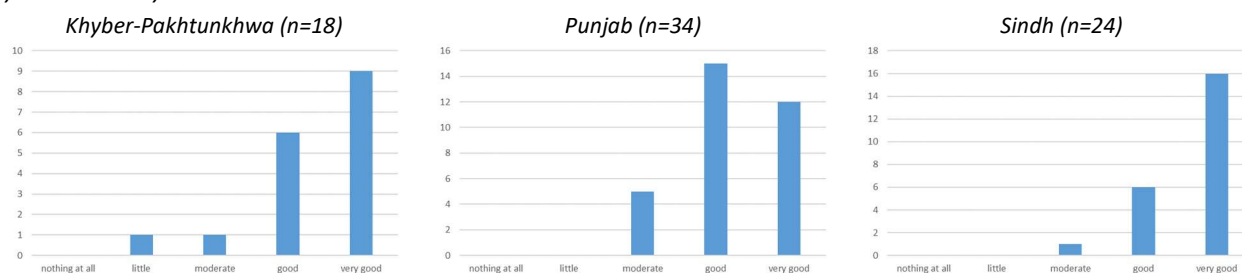
3.4.2 Socio-economic risks

Socio-economic risks to sustainability The likelihood that benefits will continue to be delivered is rated as:	Moderately likely
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The Government of Pakistan's commitment to SFM and to restore forest landscapes remains a clearly expressed and highly publicized priority, as unanimously confirmed by several interview partners. The SFMP has a unique opportunity to upscale the principles and approaches of SFM using the Plant4Pakistan Initiative as a vehicle, which was according to a key informant was designed in a manner that lessons learnt from other initiatives can be upscaled through it. Government organizations retain strong ownership over SFMP, and its achievements and it is likely that this ownership remains sustainable. The risk of diminishing political commitment is thus minimal. Similarly, local communities and farmers retain a high level of interest in SFMP benefits as indicated through four Focus Group Discussions and community survey responses (**Exhibit 46**).

In terms of social risks, the personal observation of the MTR Team identified the clear social risk of elite capture of benefits in Punjab. In the villages visited by the MTR Team, large scale investments yielding high economic benefits (e.g. fruit orchards, tunnel farming, private afforestation, etc.) were exclusively or mostly implemented on land owned by *lambardar* families (local revenue collecting families of high social & economic status).

Exhibit 46: Distribution of community responses to the survey question "How do you consider the benefits the project brings to your community?"



The limited awareness among community members on the concept of SFM, as evidenced by four Focus Group Discussions represents a further risk to socio-economic sustainability. The Project additionally 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, particularly through the propagation of fuel-efficient stoves and biogas plants, gender-specific contributions remain undocumented.

3.4.3 Institutional framework and governance risks

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

The legal frameworks, policies, governance structures and processes represent a partial enabling environment for SFM.

The situation is partially favourable in terms of policies, where the Project supported the drafting of the Provincial Forest and Wildlife Policies of Sindh. Once approved by the Provincial Cabinet, these policies will create a highly enabling environment for SFM in Sindh. Even though four against one key informants were confident that the Sindh policies will be approved in the Project's lifetime, the large number of draft policies which do not find approval for years bids for caution. Similarly, the Project is working on revising Working Plan Codes for all three provinces, which represent a blueprint for the preparation for forest management plans (Working Plans). Though at the time of the MTR the only available is the draft Sindh Forest Working Plan Code 2019, all Working Plans Codes intend to mainstream SFM principles and thus will have a lasting effect on the sustainable up-scaling of SFM across Pakistan. Similarly, the monitoring frameworks for the Provincial Forest Departments will ensure in the long term that SFM indicators are monitored and can thus be considered during adaptive management decisions.

Governance structures are less enabling for SFM, given that the Project has not created any cross-sectoral stakeholder platforms governing the preparation and implementation of landscape management plans. As indicated by four key informants, the landscape management planning and implementation process will be led by the Provincial Forest Departments with little or no engagement of other land-based line departments. Furthermore, the outsourcing of landscape management plans represents a risk to the ownership over and governance of landscape management plans.

At the community level, the Project has facilitated the establishment of CBOs and *nigehban* networks in several villages. The sustainability of these institutions is not ensured at the stage of the MTR, as the existence of these organizations is not legally mandated, and they lack clear mandates other than the purpose of implementing Project activities. Additionally, the MTR could not ascertain substantial progress towards good governance of these CBOs and no progress towards improved resource governance under community tenure (e.g. *guzara* and *shamlat* forests).

The Project has made substantial progress towards the development of institutional capacities, particularly i) among the concerned Provincial Forest and Wildlife Divisions implementing the SFMP in the seven targeted landscapes. Additionally, the SFMP has contributed to institutional development of ii) the PFI through the digitization of past issues of the Pakistan Journal of Forestry, iii) Forest and Wildlife Training School Miani through renovation of infrastructure and support to syllabus development. Very importantly, the training syllabus development is expected to have a lasting effect on mainstreaming SFM into forestry practice in Sindh. The Project has also identified local champions of SFM through the network of *nigehbans*, giving them recognition through a regular salary, a distinguishing uniform, etc.

3.4.4 Environmental risks to sustainability

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

Until the MTR, the Project up-scaled SFM technologies to 65,561 ha of forest landscapes at least to some extent and places high emphasis on environmental sustainability. The environmental risks are minimal to non-existent: i) the Project emphasizes on forest landscape restoration using a native species, ii) high diversity of species used for restoration, procured from local seed sources, iii) solar powered water pumps for irrigating plantations, iv) renewable energy in the form of solar and biogas, v) improved fuel efficiency through fuel efficient stoves, and vi) gully plugs using small-scale check dams.

4. Conclusions and recommendations

4.1 Conclusions

The project has been in operation for approximately close to three 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 strategy**, conceptualized in 2013, endorsed by the GEF CEO in 2015, approved by the Government of Pakistan and formally initiated in 2016, remains highly relevant in 2019. In the light of current government priorities, the relevance of the Project since its conceptualization and the Project is seen as a pioneer of the SFM concept in Pakistan. The strategy is particularly important in the context of Pakistan's Forest Landscape Restoration priorities addressed through the Plant4Pakistan initiative (10 Billion Tree Tsunami Project). Similarly, the project addresses with GEF and UNDP priorities and remains a crucial component of the GEF and the UNDP country project portfolios.

The information in the pre-MTR GEF Tracking Tools is largely compliant with the situation of the Project, however the MTR raises concerns on the correction of spatial targets, which appears not justified based on the analysis of costs and requires UNDP-GEF approval. The Project's Strategic Results Framework bears considerable shortcomings at lower hierarchic levels (Outputs and associated Outcome Indicators), which contributes to planning not being results-based, and leads to challenges in monitoring, reporting and evaluation. While strategy components contain several duplications across indicators, they miss to track important targets (e.g. capacity development associated with Outcome 3). Certain quantitative indicator baselines remain unvalidated or have not been established. The Project made limited efforts to mainstream broader development objectives, incl. gender and social equity considerations.

In terms of **Progress towards results**, the Project has reached highly remarkable progress towards certain targets, but less so towards others. This puts progress towards results overall to **moderately satisfactory**. Progress towards end-of-project targets for most impact and outcome indicators is on track to be achieved, even though several of them face the risk of sliding into the category "not on target to be achieved". Targets for one indicator have been achieved and two are not on target to be achieved.

At the **impact level**, progress is moderately satisfactory for two indicators, whereas one further impact indicator is not monitored. In terms of landscape management plans, the MTR has concerns about the broad-based stakeholder consultations that would be necessary to account for the landscape approach.⁹ The challenge is that the Project needs to i) integrate large amounts of diverse baseline data into a landscape level analysis (evidenced by three key stakeholders), ii) engage a wide array of stakeholders (incl. all land-based government departments, local communities, other forest users, NGOs, private sector, etc.) - which based on two key informants the Project does not intend to do - and iii) conduct in-depth consultations and negotiations with all stakeholders which will result in management plans that account for SFM principles. Additionally, the outsourcing of the preparation of plans to IUCN in Khyber-Pakhtunkhwa and Sindh – besides questionable cost efficiency (refer to **Section 3.3.3**) – minimizes capacity development and ownership over this core activity on behalf of the concerned Provincial Forest Departments and thus limits the potential for replication and up-scaling. It is also contrary to the provisions of the draft Sindh Forest Working Plan Code 2019 (see Indicator 4), which focuses on management planning through a dedicated division for Working Plans and Inventory within the Provincial Forest Department.

In terms of the overall area under management following SFM considerations, the Project has established presence over the entire targeted area. However, as long as neither i) relevant approved instruments of the policy and regulatory framework (policies, Working Plan Code/Working Plans, monitoring framework, etc.), nor ii) holistic, well-negotiated and approved management plans (landscape management plans, HCV management plans, community-based forest management plans, restoration plans, etc.) guide physical project investments (forest management, biodiversity conservation, restoration, livelihood development, etc.) and iii) capacity development has not been imparted in a

⁹ Jeffrey Sayer and others, 'Ten Principles for a Landscape Approach to Reconciling Agriculture, Conservation, and Other Competing Land Uses.', *Proceedings of the National Academy of Sciences of the United States of America*, 110.21 (2013), 8349–56 <<https://doi.org/10.1073/pnas.1210595110>>.

holistic manner capturing all aspects of SFM and institutionalized through formal training courses, project interventions will have sporadic and disjunct effects on the targeted landscape areas.

The Project has established the baseline of carbon stocks across all landscapes but has not yet started monitoring additional carbon sequestration as a function of Project investments. The vast gap between potential and actual sequestration rates in Sindh urges the Project to step up particularly passive restoration efforts (e.g. grazing & firewood management, conservation set asides), which have not received sufficient emphasis until the MTR. While a second carbon stock inventory pre-MTR would not have made sense, projections of current sequestration rates also for conservation set-asides would be necessary to allow adaptive management to keep the Project on track towards targets. Additionally, the Project is advised to track avoided emissions through the use of fuel-efficient stoves, biogas digesters and solar power to add these to the sequestration achieved through restoration and conservation set-asides.

Progress towards achieving **Outcome 1** Embedded SFM into landscape-scale spatial planning is **moderately satisfactory**. Forest boundary demarcation, biodiversity baselines, carbon stock inventories and associated mapping have been completed in an exemplary manner for all landscapes. The revision of provincial Working Plan Codes and the preparation of monitoring protocols/frameworks has been initiated in all three provinces. At MTR a final draft Working Plan Code for Sindh and a final draft Monitoring Information System are available for Sindh with no tangible output for the other two provinces. According to the MTR Team it would have been highly meaningful to prepare these instruments early on in the Project, but the remaining project lifetime is judged to be sufficient to complete them. Progress on capacity development on ecosystem-based planning tools is remarkable, however not systematic in terms of contents and not institutionalised and therefore of limited sustainability. Community capacity building on SFM has received less than desirable attention. The MTR recommends the urgent development of a comprehensive SFM training package for local communities and their systematic imparting in local languages in all villages across the seven landscapes. Provincial forest departments have made remarkable progress towards embracing SFM and are on track towards effectively applying considerations for biodiversity conservation, climate change mitigation, ecosystem service provision and to a subordinate degree of community-based sustainable resource use in forest management. The documentation of forest resource conflicts and their resolution have not received sufficient emphasis, even though a substantial level of conflicts exist in the landscapes visited by the MTR Team. Recommendations are expected to emerge in the second half of the project and will likely be documented and disseminated then. The virtually exhausted GEF funds allocated towards this Outcome necessitate that upcoming AWP are restricted to activities fully compliant with the project strategy along with a minor reallocation of funds from Outcome 3.

Progress towards achieving **Outcome 2** Biodiversity conservation strengthened in and around High Conservation Value forests is **moderately satisfactory**. The Project has identified High Conservation Value forests in Punjab in an exemplary manner, based on the spatial analysis of biodiversity and forest degradation data. Progress in KP and Sindh is substantially delayed in comparison. The Project's progress is behind targets in terms of developing and implementing community-based conservation. The population baselines of indicator species have not been verified in several cases. The population trends were tracked only in Sindh, where they show progress compliant with end-of-project targets. On the other hand, the Project has not tracked progress on a number of indicators, including indicator species in Khyber-Pakhtunkhwa and Punjab, carbon sequestration benefits of conservation set-asides, and local income from forest and non-forest sources. The only focus of capacity development efforts of forest and wildlife department staff on protected area management and species conservation were biodiversity survey techniques, whereas aspects of protected area management have not been tackled. Community organizational skills were only imparted in Khyber-Pakhtunkhwa, but the Project has delivered impressive trainings on conservation-based sustainable resource, particularly in the case of NTFPs.

Overall, biodiversity conservation activities until MTR remained largely confined to the i) identification of High Conservation Value forests, indicator species surveys, and captive breeding), ii) infrastructure development (construction/repair of roads, paths and inspection huts, renovation of the Sindh Wildlife Museum in Karachi, furnishing of the Indus Dolphin Centre in Sukkur, etc.), iii) livelihood development (horticulture, agriculture, NTFP development, water ponds, etc.), and iv) capacity development on certain aspects. These activities together with other SFM interventions have not yet produced the targeted improvement for biodiversity conservation at the landscape level. As evidenced by documents analysis and confirmed by four interview partners, the Project put disproportionate focus on the development of infrastructure (construction/repair of roads, paths and inspection huts), which – though beneficial for strengthening biodiversity conservation in HCV forests - are not explicitly mentioned in the Project Document. On

the other hand, biodiversity conservation activities explicitly stated in the project document (e.g. conservation management planning) have received disproportionately weak emphasis. Livelihood development activities with the notable exception of forest honey value chain development in Kot Dighana are implemented without establishing any direct reference to biodiversity conservation. Given that GEF funds allocated to Outcome 2 are overspent at MTR, it is strongly recommended that upcoming AWP are restricted to activities fully compliant with the project strategy.

Progress towards **Outcome 3** is **satisfactory**. The Project has restored large areas in all three provinces using a mix of active and passive restoration methods. Progress is best in riverine forests of Sindh but is also largely on track in the landscapes in Punjab. Progress on restoration in Khyber-Pakhtunkhwa is behind targets. Old methods have been successfully reinvented including the broadcast seeding following floods to restore riparian forests and the seedball technique for afforestation of scrub forests. At the same time, the Project has not taken adequate efforts towards i) embedding restoration into a planning framework, and ii) utilizing passive restoration through agreed grazing closures, firewood collection guidelines, etc. The documentation of silvicultural best practices has progressed well, and it is likely that the Project will come up with impressive best practices that are presented and disseminated ready for upscaling. The Project has developed allometric equations for the major tree species and carbon coefficients in all landscapes and established the carbon stock baseline through terrestrial inventories following a fixed grid of sample plots. Forestry staff were thoroughly trained in carbon assessment methods and various other aspects of carbon forestry. However, the Project has not accounted for climate change mitigation benefits of fuel-efficient stoves and of biogas digesters.

In terms of **Project implementation and adaptive management** the Project is assessed to be **satisfactory**, as most of the seven components lead to efficient and effective implementation except for few that are subject to remedial action.

Management arrangements are well in place at all levels with dedicated staff and strong government ownership. However, the mode of including IUCN as a Responsible Party was not conform with UNDP-GEF procedures and frequent staff turnover in the Provincial Forest Department of Sindh hampers implementation. Sub-contracting of core project components (landscape management planning) undermines capacity development of IP staff, increases cost of implementation, diminishes ownership and risks sustainability. It is suggested that the PB discusses a moratorium on transferring key Provincial Forest and Wildlife Department staff until the end of the project duration and assigns alternate signatories to the NPD and the NPM.

Work planning defined ambitious targets that were delivered with meticulous accuracy. However, work planning was not strongly results-based. While the project has made good progress since its effective start, it is unlikely that all Outputs will be delivered until the stipulated project end date of February 3rd, 2021. Thus, the MTR Team recommends a no-cost extension of the Project until January 2022. It is recommended that upcoming AWP more closely scrutinize the relevance of individual activities for the project strategy and prioritize the allocation of GEF funds towards the most important priorities. Additionally, a more systematic consultation with communities (also refer to **Section 3.3.7**) should further improve work planning.

In terms of finance and co-finance, delivery of GEF funds is accurately on track, considering the time of hiring the NPM as the effective project start. Strong financial control mechanisms are put in place, even though the financial management software remains a matter of concern to be acted upon by UNDP. Only a small part of the parallel and none of cash co-financing committed by the government materialized, and UNDP co-financing is also behind target. The PB is advised to closely examine co-financing commitments and to ensure their timely delivery towards meeting project objectives. A budget re-allocation between Outcomes will be necessary due to overspending in some and underspending in other Outcomes. However, given that the preparation of landscape management plans under Outcome 1 remains a top priority and requires financial resources, weak progress towards some of the restoration targets under Outcome 3 bids caution against substantially reducing budget allocation towards Outcome 3. Additionally, a substantial proportion of management costs are booked under technical Outcomes and the MTR Team advises against this practice. The intended reduction of the Project's spatial targets for afforestation cannot be justified with increased costs, given that the comparison of Project Document and current costs do not support this statement.

The monitoring and evaluation system is robust at the level of process monitoring, but may better aggregate information at the impact level. A substantial number of indicators are not tracked, and no gender disaggregated data are collected by the Project. PIRs do not always correctly assign progress towards activities and the MTR Team advises the project to report against the indicator observing its wording.

In terms of stakeholder engagement, forest departments, research, academic and training institutions were brought on board in an exemplary manner. However, government agencies other than the forest department were not engaged. The engagement of NGOs is strong only in Sindh and community engagement – though strong in most landscapes – is weakly institutionalized. The PMU is advised to follow up on the repeated reminders expressed in the PIRs to finalize the gender mainstreaming and communication plan.

Reporting is timely. However, PIRs do not report progress in a manner conform with indicators and do not always assign progress towards the correct indicator – a problem partially resulting from the weakness of the strategic results framework. At the same time, documentation of critical risks and of adaptive management responses may be improved.

In terms of communication, the respective position in the PMU was not established and the development of the Stakeholder Participation and Communication Strategy was not followed up on, which leads to weaknesses in community awareness and gender mainstreaming. Internal communication is exemplary, with hierarchic WhatsApp groups instantly sharing of information at the provincial and project levels. External communication is very active though not strategic and project visibility is high. The communication of key project messages through printed matter (brochures, briefs, etc.) may be intensified. The SFMP has not produced any printed awareness raising materials that explain what SFM is or provide insight into some of the approaches promoted by the project (e.g. community-based forest management) and a follow-up on this is strongly recommended. Parallel versions of several technical reports exist, which are not always made available. Placing the authoritative version of each document on the project website (for public documents) and/or on a file sharing platform (for internal documents) would help to resolve this issue.

In terms of **sustainability**, the likelihood of continued benefits to flow upon project end is assessed as **moderately likely**. Risk management may receive greater emphasis through regular updates of the risk log and more detailed documentation in PIRs. **Financial sustainability** is **moderately likely**. At the government level, verbal commitments exist for continued funding of at least some activities (e.g. implementation of landscape management plans in Punjab). Additionally, the Project showcases exemplary co-financing models (e.g. the Forest and Wildlife Training School Miani), though the overall level of delivered co-finance is negligible. Overall, the greatest risk to financial sustainability is linked to the lack of efforts to put sustainable financing models for SFM in place. However, the financial sustainability of some livelihood investments (e.g. fuel-efficient stoves) is a highlight. **Socio-economic sustainability** is **moderately likely** given the strong government commitment, but limited by the lack of mainstreaming gender and social equity into project implementation. The **institutional framework and governance sustainability** is **moderately likely**. Though positive signs exist, sustainability is not yet ensured in the case of policy and regulatory framework instruments (policies, Working Plan Codes, monitoring frameworks) and spatial resource management instruments (landscape management plans, community-based forest management plans, HCV management plans, restoration plans). The sustainability of CBOs remains unlikely, unless community engagement and capacity development are institutionalized and intensified. **Environmental sustainability** is **likely**, as the Project puts very high emphasis on promoting of native species, using local seed sources and promoting environmentally friendly alternative energy sources.

Keeping all the factors in view the MTR Team considers the SFMP a very strong project, which however needs some corrective actions to improve delivery and achieve targets. The MTR recommends a no-cost extension of 11 months to cover up the time lost to administrative difficulties at project start. At the same time, this should be linked with the resolution to streamline the strategic results framework in line with a GEF “minor revision”, and importantly, on focussing on results-based management. Based on this analysis, the MTR mission has come up with recommendations to improve delivery and achievements of results, which are provided in the following section.

4.2 Recommendations

#	Recommendation	Responsible
A	Outcome 1: Embedded SFM into landscape-scale spatial planning	
A.1	Institutionalize cross-sectoral landscape management Give due recognition to the principles of landscape level management planning (landscape approach) by vi. Engaging all stakeholders of the concerned landscapes and forming multi-sectoral standing landscape management committees, which include representatives of ALL land-based departments, local communities, local NGOs, private sector, etc., vii. During the planning process present a clear spatial analysis of the biophysical and socio-economic baseline data, containing proposals to how to best ensure the flow of multiple ecosystem benefits from the landscape, incl. biodiversity conservation, provision of water, agricultural production,	PB, PMCs, PMU, PMIUs, NPD, PPDs

	<p>natural resources incl. timber, rocks and minerals, allocation of land for settlement and industrial development, etc. Ideally, the lead of the planning should not be outsourced to maximize ownership, however a facilitator and spatial data analyst may be engaged.</p> <p>viii. Engage the multi-sectoral landscape management committee into negotiating landscape management plans. The plans should contain the objectives of landscape management, strategies to achieve them, which are operationalized through an action plan with a timeframe of ten years. The action plan should spell out activities, associated budget and resource requirements, responsible implementers and monitoring procedures. The plans should identify rules of land management, incl. on the allocation of land for various uses. The plan should also define the zonation of the landscape for various uses for ten years and represents a binding agreement between stakeholders.</p> <p>ix. Implement landscape management plans as defined above governed by the standing committee using multiple budget sources, ensuring long-term support for them from the Government, and</p> <p>x. Integrate subordinate HCV and community-based forest management planning in <i>guzara</i> and <i>shamlat</i> forests as well as restoration planning into the overarching landscape management plans.</p>	
A.2	<p>Institutionalize capacity building on SFM for professionals as foreseen in the Project Document</p> <p>The Project's capacity building efforts do not follow an institutionalized approach as part of a comprehensive capacity building curriculum and therefore miss important capacity gaps and will not be sustainable beyond the project lifetime unless urgent midcourse corrections are taken.</p> <p>iii. Individual training courses should be offered as part of a multi-component (formal certifiable) in-service training programme on SFM (incl. landscape management planning, biodiversity conservation, climate change mitigation, etc.) with clear competence standards and accreditations for forest and wildlife professionals at different levels (Forest Guard/Forester; Range Officer/SDFO; DFO).</p> <p>iv. These training programmes should be offered as part of the regular syllabus of established forest training institutes (Pakistan Forest Institute; Forest School Thai Abbottabad, Khyber-Pakhtunkhwa; Forest Services Academy Ghora Gali, Punjab; Forest and Wildlife Training School Miani, Sindh).</p>	PB, PMU, Provincial Forest Departments
B	Outcome 2: Biodiversity conservation strengthened in and around High Conservation Value forests	
B.1	<p>Strengthen biodiversity conservation through strategic planning</p> <p>In the interpretation of the MTR Team, the preparation of HCV forest management plans should have guided the implementation of biodiversity conservation activities in HCV forests. The MTR advises to:</p> <p>v. Finalize the identification and delineation of HCV areas in all landscapes based on a thorough analysis of biodiversity data following the Punjab example</p> <p>vi. Formally designate HCVs to ensure the sustainability of conservation,</p> <p>vii. Conclude the HCV forest management planning process based on in-depth stakeholder consultations and integration of available biodiversity and socio-economic data and complimentary with overarching landscape management plans, and</p> <p>viii. Focus (and restrict) the implementation to activities identified in the plans. Activities that are fully compliant with the project strategy may be funded from GEF funds, whereas others (e.g. road maintenance) should be covered using government co-finance.</p>	PMU, PMIUs, Provincial Forest Departments
B.2	<p>Strengthen community engagement for improved SFM and biodiversity conservation outcomes</p> <p>The Stakeholder Involvement Plan outlines that the Stakeholder Participation and Communication Strategy should include a mechanism for i) providing technical assistance to local communities, ii) community-based forest conservation and management, as well as iii) gender-specific engagement along with iv) participatory monitoring strategies. The MTR recommends to</p> <p>vi. Develop a standardized community capacity development module on key project components and messages and their structured delivery to all communities through a Training-of-Trainers approach via community facilitators. Standardized capacity development modules on community-based conservation shall encompass i) community organizational skills and group governance, ii) multi-purpose community forest management planning and management capturing all resources and ecosystem services incl. grazing, biodiversity conservation, firewood, water, carbon, etc., iii) participatory monitoring, and iv) biodiversity-friendly livelihood development options. Additionally, capacity development should contain optional modules, which are imparted based on local relevance (e.g. NTFP processing, human-wildlife conflict, fire management, etc.).</p> <p>vii. Identify the strategy of community engagement through the Stakeholder Participation and Communication Strategy, clearly spelling out the mandates of CBOs, issues of long-term sustainability, facilitation needs, etc.</p> <p>viii. Hire two professional community facilitators per landscape, one of whom should be female to provide continuous backstopping to local communities, CBOs and <i>nigehbans</i> and facilitate the interaction between forest department staff and local community members.</p> <p>ix. Form and engage CBOs into the planning and implementation of project activities, providing them continuous backstopping.</p> <p>x. Plan and implement community-based conservation and biodiversity-friendly livelihood development activities as an integrated package negotiated and agreed at community, HVC forest & landscape</p>	PMU, PMIUs, Provincial Forest Departments

	levels. The package should identify the forest conservation objectives and activities, identify the roles of different stakeholders implementing them and provide livelihood investment activities as a compensation for foregone forest utilization due to e.g. restriction of grazing, firewood collection, conservation set-asides, etc. Negotiate and agree conservation/restoration targets for CBOs and regularly monitor the progress towards these targets applying participatory and third-party monitoring.	
C	Outcome 3: Enhanced Carbon sequestration in and around HCVF in target forested landscapes	
C.1	<p>Improve progress towards carbon sequestration targets across entire landscapes incl. non-forest areas through holistic planning, restoration and avoiding emissions</p> <p>Given that i) the Project does not monitor carbon sequestration of conservation set-asides, but indicative values show a gap between actual and potential carbon sequestration rates, ii) the size of restored area is behind target in Khyber-Pakhtunkhwa, and iii) the swap of productive riverine landscapes to less productive dry Chir Pine landscapes will likely lead to diminishing carbon sequestration rates, the Project is advised to streamline its efforts to meet carbon sequestration targets. The MTR recommends to:</p> <ul style="list-style-type: none"> v. Develop landscape restoration plans (as also specified in the Project Document) to enhance landscape-level carbon stocks and reduce greenhouse gas emissions. These plans should be complimentary to the overarching landscape management plans and take the zonation of the landscape management plan as a basis. Additionally, in case of spatial overlaps they have to be compatible with/included in the community-based forest management plans (Output 2.2) and/or the HCV forest management plans (Output 2.1). Investigating each different land cover / land use type, land ownership, tenure situation as well as existing carbon stocks and potential emissions, the plans should formulate comprehensive restoration strategies, which capture the entire landscape incl. beyond forest land. The plans should be linked to the community-based livelihood investments and identify incentive mechanisms on how to maximize carbon stocks in agricultural systems and minimize emissions from livestock production and other activities. Additionally, they should also identify clear forest restoration targets relying on a mix of active and passive restoration methods. vi. Carefully monitor actual sequestration rates to inform adaptive management to put the Project on track towards its targets of avoided emissions. Progress towards landscape-level and subordinate targets shall be monitored with the help of local community members (<i>nigehbans</i>). vii. Account for avoided emission benefits in terms of CO₂eq of firewood replacement, fuel efficient stoves, solar-powered devices, biogas digesters, etc. At the same time, best practice solutions are recommended for the construction and maintenance of biogas digesters to avoid that their net greenhouse gas benefits are not annulled by methane leakage, etc.¹⁰ viii. Step up active restoration efforts in KP (afforestation, reforestation) and passive restoration (assisted natural regeneration through grazing exclusion, rotational grazing, firewood collection guidelines, etc.) efforts everywhere. 	PMU, PMIUS
D	Project Implementation & Adaptive Management	
D.1	<p>Strengthen results-based management</p> <p>The Project's weaknesses in results-based management largely stem from issues of the strategic results framework and from weak results focus of work planning. Thus, the Project is advised to</p> <ul style="list-style-type: none"> vi. Increase SMART-ness of the Project's strategic results framework by establishing missing baselines, simplifying the indicator structure and removing gaps in targeted results not captured by indicators. A proposal for this is attached in Annex 13: Proposed changes to the Strategic Results Framework. vii. Along with the above, obtain UNDP-GEF approval for the replacement of landscapes in Punjab and the necessary shift of spatial targets of restoration from riverine to sub-tropical dry conifer (Chir Pine) forests and reflect these changes in the PIR 2020. The analysis of costs does not justify the reduction of spatial targets. Furthermore, the reduction of spatial targets is not justified based on the swap of riverine for Chir Pine landscapes, as afforestation costs in the later are lower as compared to the former. Therefore, the revision of spatial targets should not lead to a reduction in the overall area targeted by the Project. Once approved by the Project Board and UNDP-GEF, the change in targets should be reflected in the Strategic Results Framework and the PIR 2020. viii. Restrict work planning on results targeted by the project strategy as spelt out in the Project Document and omit non-compliant activities. For a largely comprehensive list of intended activity-level deliverables as stated in the Project Document refer to Annex 12: Critical review of the Strategic Results Framework. 	PMU, PB, NPD, PPCs, PMCs, PPDs, UNDP CO, UNDP-GEF RTA

¹⁰ Valerio Paolini and others, 'Environmental Impact of Biogas: A Short Review of Current Knowledge', *Journal of Environmental Science and Health - Part A Toxic/Hazardous Substances and Environmental Engineering*, 53.10 (2018), 899–906 <<https://doi.org/10.1080/10934529.2018.1459076>>.

	<ul style="list-style-type: none"> ix. Add an extra level to the Project's monitoring system, which allows aggregating process monitoring to the level of individual indicators, thus allowing the Project to focus adaptive management on key deliverables. x. Report progress in PIRs against indicators, clearly observing the chain of logical results hierarchy. Activities should clearly be associable and contribute to <u>individual</u> Outputs. PIR reporting should observe the type of indicator (qualitative/quantitative) and state progress accordingly, restricting the narrative to relevant information. 	
D.2	<p>Improve stakeholder engagement and communication</p> <ul style="list-style-type: none"> vii. Allocate funds towards contracting of the Capacity Development and Outreach Specialist, a position which was foreseen but not budgeted in the Project Document. This should be possible from the savings that accrued due to the 55% shift of exchange rate in favour of the USD against PKR since the Project Document was prepared, even considering that inflation offset this figure by about 30%. viii. Develop the Stakeholder Participation and Communication Strategy mandated by the Project Document. ix. Follow up on stakeholder engagement, particularly engaging land-based government departments beyond the Forest and Wildlife Departments, as well as NGOs and the private sector. x. Operationalize the SFMP website without delay and upload authoritative versions of all available reports and knowledge products. xi. Conduct exchange visits between the provinces involving teams of forest staff and community representatives with clear objectives for structured knowledge sharing, documentation and results dissemination. xii. Prepare local language awareness raising materials that explain what SFM and provide insight into some of the approaches promoted by the project (e.g. community-based forest management). 	PMU, PMIUs, PB, PMCs
E	Sustainability	
E.1	<p>Mainstream gender and social equity into project implementation</p> <p>The Project efforts to engage females and to avoid elite capture of benefits at the community level are inadequate. In order to mainstream gender and social equity, the Project is advised to:</p> <ul style="list-style-type: none"> vi. Develop the Project's "Stakeholder Participation and Communication Strategy" as spelt out in the Project Document. The strategy document should contain the strategy of engaging females and other disadvantaged groups. The Strategy should spell out the principles of engaging females and disadvantaged groups into project implementation (incl. the identification of beneficiaries of livelihood development activities), translate them into clear strategies and operationalize them through a Stakeholder Participation and Communication Plan. This Plan should contain trackable targets which shall be linked to and tracked by the Project's monitoring system. vii. Collect indicators specific to gender and disadvantaged groups in the course of monitoring to allow adaptive management to focus on the effective mainstreaming of these broader development objectives. viii. Collect gender disaggregated data for utilization in all internal and external reporting including PIRs, Annual Project Report and Results Oriented Annual Report (ROAR). ix. Social and gender equity should be given due consideration for identifying beneficiaries of livelihood investments. Instead of the type of activity (e.g. fruit orchard) driving the selection of eligible beneficiaries (who have enough irrigated land to accommodate the orchard), the needs of those who are most heavily depending on forest resources and are thus most impacted by resource use restrictions for conservation should be identified and their alternative livelihood needs be met. x. Contract female facilitators to engage with women in the project landscapes. 	PMU, PMIUs, Provincial Forest Departments
E.2	<p>Revise project closing date</p> <p>The official start date of the project is April 16th, 2016, the date when the MoCC and UNDP signed the project document. This document indicates March 2nd, 2021 as the closing date, whereas operational closing date is February 3rd, 2021. Given that the recruitment of the NPM only took place nine months into the Project in January 2017, the implementation of activities started with a substantial delay. As a result, the MTR Team considers that a 60-month period starting from January 2017 is a reasonable project duration, putting the recommended project closure to January 30th, 2022.</p>	PB, NPD, 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 2017, 2018, 2019
Annual Work Plan 2017, 2018, 2019
Annual Progress Report 2017, 2018; Quarterly Progress Reports 2017 Q3 – 2019 Q2
Audit reports 2017 and 2018
Combined Delivery Report activity-wise 2016, 2017, 2018, 2019 (January-September)
Budget revisions 2017, 2018, 2019
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
Project Board minutes of meetings; Provincial Management Committee minutes of meetings
Project overview map; Project Organogram; Staff list
Letters of Agreements with IUCN, PFI, Provincial Forest Departments of KP, Punjab and Sindh
Field monitoring reports; Monitoring database (MS Excel)
Co-financing table
Project brochure; SFMP table calendars
Technical reports related to Outcome 1
Biodiversity (flora & fauna) surveys of seven landscapes (46 reports)
Forest boundary demarcation (5 reports)
Assessment of degraded areas (4 reports) & Forest cover assessment (4 reports)
Ecosystem service valuation (1 report)
Working Code revision workshop (1 report)
Forest management regime in Punjab landscapes (3 reports)
Socio-economic baseline in Punjab landscapes (4 reports)
Monitoring framework workshop Khyber-Pakhtunkhwa (1 report)
Conflict analysis and training on conflict resolution Khyber-Pakhtunkhwa and Punjab (3 reports)
Training needs assessment Sindh (1 report)
Training reports (Working Plan, carbon assessment, BD conservation; ecological and wildlife survey techniques (4 reports)
Draft Forest and Wildlife Policies and draft revised Working Plan Code of Sindh (3 reports)
Technical reports related to Outcome 2
High Conservation Value forests in Punjab (6 reports)
Ecotourism development in Khyber-Pakhtunkhwa (1 report)
Assessment of Invasive Alien Species in Punjab (4 reports)
Social mobilization for community forestry in Khyber-Pakhtunkhwa (1 report)
Gender and community forestry (1 report)
Community management training skills (1 report)
NTPF survey and development in Khyber-Pakhtunkhwa and Sindh (7 reports)
Training on horticulture, agriculture and livestock development (4 reports)
Technical reports related to Outcome 3
Forest restoration (1 report) & Regeneration surveys (4 reports)
SFM best practices (1 report)
Environmental events (7 reports)
Carbon stock assessment incl. training (10 reports)
National documents
Pakistan National Climate Change Policy 2012
Pakistan Strategy for Biodiversity and Action Plan 2015
National SGD Framework
Pakistan Vision 2025
National Forest Policy 2015
National Water Policy of Pakistan 2018; Pakistan Agriculture and Food Security Policy (Draft)
Pakistan's Challenges: Sustainable development Goals 2015

Annex 2: MTR mission itinerary

Date	Day	Andras Darabant	Bashir A. Wani
Aug 1-12		Review of documents, organization of MTR mission	
Aug 12	Monday	Submission of MTR Inception Report	
Aug 29	Thursday	Incorporation of several rounds of reviews into MTR Inception Report; continuous remote backup to National MTR Consultant	Travel to Abbotabad, meeting with PPC KP
Aug 30	Friday		Meeting with CCF/PPD and Forest Officers. Community meeting Kaghan/Siren; FD staff at Jabba Mansehra. Travel to Naran
Aug 31	Saturday		Project Interventions Naran, Kamal Ban Kaghan
Sep 1	Sunday		VDC Meeting Bala Sacha & SFM interventions
Sep 2	Monday		VDC Meeting Ban Baggar
Sep 3	Tuesday		Naddi FRH Meeting with Nigahban
Sep 12	Thursday		SFM Interventions
Sep 13	Friday		VDC Meeting Upper Siren Valley Domel
Sep 14	Saturday		Travel to Islamabad
Sep 15	Sunday		Meeting with PPD Punjab Rawalpindi
Sep 19	Thursday	Continuous remote backup to BAW on field visits	Field visit Kalar Kahar Chakwal Landscape
Sep 20	Friday		Field visit to Ara, Parera, Choa Sayedan Chakwal
Sep 21	Saturday		Visit to Panjar and Kalar Syedan, Kahuta
Sep 22	Sunday		Flight to Sukkur. Meeting with PPC and CF Sukkur, visit to Mehrano Wildlife Refuge Khaipur
Sep 23	Monday		Visit Keti Shah Sukkur Riverine Landscape, Regeneration sites and Village meetings
Sep 24	Tuesday		Travel Sukkur – Nawabshah. Meeting at Razi Jatoi and see SFM interventions
Sep 25	Wednesday		Visit Deh Mud and Deh Nasri riverine sites near Qazi Ahmed Amri bridge. Visit Kot Dhingano landscape, Forest Inspection hut, and Kot Dhingano wetland site. Travel to Hyderabad.
Oct 13			Visit Miani Forest School Hyderabad. Meeting with CCF Sindh Riverine Forests Hyderabad. Travel to Karachi. Visit to GIS Lab Malir. Meeting with Conservator Wildlife and visit Sindh Natural History Museum Karachi.
Oct 14			Travel Karachi - Islamabad
Oct 15			Meeting with National Coordinator REDD+ Project Adventure Foundation
Oct 16		Travel VIE-ISB; joint preparatory work of MTR Team	
Oct 17		UNDP Security briefing; meetings NPM, M&E Officer at PMU; meeting IUCN	
Oct 18		Travel to Chakwal, field visit Samarkand landscape	
Oct 19		Visit Ara, Parera & Diljaba landscape, travel to Lahore	
Oct 20		Meeting PPD & PPC Punjab; flight to Karachi & travel to Hyderabad	
Oct 21		Meetings CCF, PPD & PPC Sindh; visit to Miani forest school	
Oct 22		Field visit Kot Dinghamo landscape	
Oct 23		Travel to Karachi, flight to Islamabad	
Oct 28-Nov 12		Meeting PPD, PPC KP & PFI; work on preparation of preliminary findings	
Nov 13		Meeting EAD & MoCC; Presentation of preliminary findings to UNDP, PMU & MoCC	
Nov 13-Dec 20		Travel ISB-VIE	
Dec 3-24		Preparation of draft report	
Dec 24		Submission of draft MTR report	
		Review of report by UNDP CO, UNDP-GEF RTA, & Govt.,	
		Incorporation of comments and finalization of report	
		Submission of Final Report	

Annex 3: List of persons 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
Ignacio ARTAZA	male	UNDP Country Office	Resident Representative	Project oversight
Amanullah KHAN	male	UNDP Country Office	Assistant Country Director	Project oversight
Project Team				
Muhammad Ayaz KHAN	male	Project Management Unit	National Project Manager	Project management
Khan GHULAM	male	Project Management Unit	Monitoring and Evaluation Officer	Monitoring
Hazratullah KHAN	male	Project Management Unit	Administrative and Finance Officer	Administration & finance
Shahzad KHAN	male	Project Management Unit	Project Assistant	Project assistance
Faique KHAN	male	Provincial Management and Implementation Unit KP	Provincial Project Coordinator KP	Project management
Rizwan ALI	male	Provincial Management and Implementation Unit KP	Administrative and Finance Assistant KP	Project assistance
Firozuddin AHMAD	male	Provincial Management and Implementation Unit Punjab	Provincial Project Coordinator Punjab	Project management
Muhammad NAUMAN	male	Provincial Management and Implementation Unit Punjab	Administrative & Finance Assistant Punjab	Administration & finance
Abdul Haque SHEIKH	male	Provincial Management and Implementation Unit Sindh	Provincial Project Coordinator Sindh	Project management
Nayyaer SOMROO	male	Provincial Implementation Management Unit Sindh	Administrative & Finance Assistant Sindh	Administration & finance
Ministry of Climate Change & Economic Affairs Department, Government of Pakistan				
Hassan Nasir JAMY	male	MoCC	Secretary, Ministry of Climate Change	Chairman Project Board
Irfan QADIR	male	MoCC	Director General, Environment	External Stakeholder
Dr. Omer RAJA	male	MoCC	Deputy Inspector General Forests	Key stakeholder all Outcomes
Naeem Ashraf RAJA	male	MoCC	Director, Biodiversity	Key stakeholder Outcome 2
Rizwan IRSHAD	male	MoCC	Section Officer, Biodiversity	Key stakeholder Outcome 2
Ahsan KUNDI	male	MoCC	Officer In-Charge GEF OFF, MoCC	GEF Coordination
Ghulam Qadir SHAH	male	MoCC	National Coordinator REDD+	Key stakeholder Outcome 3
Mian SHAFIQ	male	MoCC	Conservator, NCCW	Key stakeholder Outcome 2
Umar FAROOQ	male	Economic Affairs Department	Section Officer	Donor coordination
Provincial Forest and Wildlife Departments, Khyber-Pakhtunkhwa, Punjab and Sindh				
Azhar ALI	male	Forest Department, KP	Chief Conservator Forest North Abbottabad, PPD KP	Project implementation
Taufiq AHMED	male	Forest Department, KP	Conservator Forests Abbottabad	Project implementation
Aqeel ABBASI	male	Forest Department, KP	Divisional Forest Officer Kaghan	Project implementation
Muhammad ARIF	male	Forest Department, KP	Divisional Forest Officer, Siren	Project implementation
Amanullah KHAN	male	Forest Department, KP	Sub-Divisional Forest Officer, Juraid	Project implementation
Waliur REHMAN	male	Forest Department, KP	Block Officer, Kamalban Kaghan	Project implementation
Azmat Hussain SHAH	male	Forest Department, KP	Forest Guard, Dhani Kamalban	Proj. Implementation

Midterm Review Final Report, August-December 2019

Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests
UNDP PIMS ID: 4674; GEF Project ID: 5660

MTR Team:

Dr. András Darabant
Dr. Bashir Ahmed Wani

Jamil AHMED	male	Forest Department, KP	SDFO, Balakote	Proj. Implementation
Muhammad IQBAL	male	Forest Department, KP	Block Officer Mansehra	Proj. Implementation
Hashim ALI	male	Forest Department, KP	Forest Guard	Proj. Implementation
Muhammad IBRAHIM	male	Forest Department, KP	Consultant	Social Activist & technical advisor
Hassan	male	Forest Department, KP	Consultant	Technical advice
Bilal AHMED	male	Forest Department, KP	SDFO, Jabori Siren	Proj. Implementation
Abdul BASIT	male	Forest Department, KP	Range Forest Officer, Saiful Maluk National Park Naran	Proj. Implementation
Akhlaq AHMED	male	Forest Department, KP	Range Forest Officer, Lolusar National Park	Proj. Implementation
Shabir HUSSAIN	male	Forest Department, KP	Consultant	Technical advice monitoring framework
Siddique KHATTAK	male	Forest Department, KP	Chief Conservator Forests (Rtd)	Advisory
Muhammad HANIF	male	Community Development Organization	Community Development Officer Kaghan	Proj. Implementation
Fahad AWAN	male	Community Development Organization	Community Development Officer Siren	Proj. Implementation
Muhammad ARIF	male	Community Development Organization	Director, Community Development, Extension, Gender & Development	Proj. Implementation
Gohar ALI	male	Forest Department, KP	DFO, Forest Planning & Monitoring (FP&M) Circle	Proj. Implementation
Muhammad Iqbal KHAN	male	Forest Department, KP	DFO, Forest Planning & Monitoring (FP&M) Circle	Proj. Implementation
Shahid Rashid AWAN	male	Forest, Wildlife & Fish. Dept, Punjab	Addl. Secretary Forest & PPD Punjab	Proj. implementation
Athar Mahmood KHAGA	male	Forest, Wildlife & Fish. Dept, Punjab	Conservator, Forest North Rawalpindi	Proj. implementation
Saqib MAHMOOD	male	Forest, Wildlife & Fish. Dept, Punjab	Conservator Forests South Rawalpindi	Proj. implementation
Abbas ALI	male	Forest, Wildlife & Fish. Dept, Punjab	Divisional Forest Officer North, Rawalpindi	Proj. implementation
Muhammad Rizwan BASHIR	male	Forest, Wildlife & Fish. Dept, Punjab	Sub-Divisional Forest Office Kallar Kahar	Proj. implementation
Mohammad ZAHEER	male	Forest, Wildlife & Fish. Dept, Punjab	SDFO	Proj. implementation
Kamran BAIG	male	Forest, Wildlife & Fish. Dept, Punjab	Block Officer Kallar Kahar	Proj. implementation
Asad ABBAS	male	Forest, Wildlife & Fish. Dept, Punjab	Block Officer Kallar Kahar	Proj. implementation
Tanvir AHMED	male	Forest, Wildlife & Fish. Dept, Punjab	Block Officer Kallar Kahar	Proj. implementation
Shahid NISAR	male	Forest, Wildlife & Fish. Dept, Punjab	Range Forest Officer Panjar, Kahuta	Proj. implementation
Ishtiaq	male	Forest, Wildlife & Fish. Dept, Punjab	Range Officer	Proj. implementation
Babar	male	Forest, Wildlife & Fish. Dept, Punjab	Block Officer	Proj. implementation
Saeed	male	Forest, Wildlife & Fish. Dept, Punjab	Block officer Panjar	Proj. implementation
Saleem	male	Forest, Wildlife & Fish. Dept, Punjab	Block Officer Panjar	Proj. implementation
Noman	male	Forest, Wildlife & Fish. Dept, Punjab	Forest Guard	Proj. implementation
Mohsen	male	Forest, Wildlife & Fish. Dept, Punjab	Forest Guard	Proj. implementation
Parvez	male	Forest, Wildlife & Fish. Dept, Punjab	Forester	Proj. implementation

Zulfikar Ali MEMON	male	Forest Department Sindh	PPD/ Conservator Forests, Hyderabad	Proj. implementation
Aijaz Ahmed NIZAMANI	male	Forest Department Sindh	Chief Conservator Forests, Riverine	Proj. implementation
Abduljabbar KAZI	Male	Forest Department Sindh	Conservator of Forest, Social Forestry	Proj. implementation
Iftikhar Ahmed ARAIN	male	Forest Department Sindh	DFO, Sukkur	Proj. implementation
Gul JUNEJO	male	Forest Department Sindh	DFO, Nawabshah	Proj. implementation
Zubair Ahmed CHANNER	male	Forest Department Sindh	DFO/Principal Forest & Wildlife Training School, Miani	Proj. implementation
Shams KHOSO	male	Forest Department Sindh	Range Forest Officer, Afforestation Range Sukkur	Proj. implementation
Naimatullah CHAHCHAR	male	Forest Department Sindh	Range Forest Officer, Afforestation Range Qazi Ahmed.	Proj. implementation
Saeed Ahmed PIRANI	male	Forest Department Sindh	Director Research, Education and NTFP Hyderabad	Proj. implementation
Javed Ahmed MEHR	male	Wildlife Department Sindh	Conservator Wildlife Sindh	Proj. implementation
Wajahatullah DAUDPOTA	male	Forest Department Sindh	SDFO/GIS Manager Forest Complex Model Colony Malir	Proj. implementation
Muhammad Tayyab AFZAL	male	Forest Department Sindh	Consultant	Lead technical advisor GIS lab Karachi
Responsible Parties: Pakistan Forest Institute, IUCN				
Anwar ALI	male	Pakistan Forest Institute	Forest Mensuration Officer	Responsible Party Outcome 3
Zakir HUSSAIN	male	Pakistan Forest Institute	Director Biological Sciences PFI former Director, CDEGAD	Responsible Party
Ms Fauzia Bilqees MALIK	Female	IUCN Pakistan	Programme Manager	Responsible Party
Abdul MANAF	Male	IUCN Pakistan	Expert for landscape management plan Sindh	Consultant
Service Contract Holders (Subcontracted Agencies)				
Ali KHAN	male	Sindhica Reform Society		Community Organization Management
Muhammad Ameen KEERIYO	male	Sindhica Reform Society	Chairman for Dhingano Lakhat Landscape	community organization, training stoves & biogas
Beezar Ali MEERANI	male	Pahel Pakistan	Chief Executive Officer for Sukkur Landscape	community organization & training on cook stoves
Shumaila ANSARI	female	Sindhica Reform Society	Social Mobilizer	social mobilization Kot Dhingano Lakhat
Janna KHATOON	female		Master Trainer	Building heat efficient stoves
Tayyab SHAHZAD	male	Snow Leopard Foundation	M & E Officer	Outcome 2
Jaffar HUSSAIN	male	Snow Leopard Foundation	Programme Officer	Outcome 2
Forest dependent local community members				
Manzoor Hussain SHAH	male	VDC Jabbar Siren, KP	President	beneficiary
Syed Abid ALI	male	VDC Devl Siren	President	Beneficiary
Shaukat KHAN	male	VDC Kamalban Kaghan, KP	Community member	Beneficiary
Zulfikar Ali SHAH	male	Bela Sacha, Kaghan, KP	President	Beneficiary
Imtiaz Ali SHAH	male	Bela Sacha, Kaghan, KP	General secretary	Beneficiary
Kaloo KHAN	male	VDC Ban Baggar, Balakote, KP	President	Beneficiary
60 community members	male	VDC Jabba Siren, Kamal Ban Baggar, Kaghan, KP	VDC members	Beneficiaries
Community members	male	Bela Sacha Kaghan, KP	Community members	Beneficiaries
Community members	male	Ban Baggar Balakote, KP	Community members	Beneficiaries

12 community members	male	VDC Devli, Meilbut, Kund Jabber, Keri Meilbut & Jabba, KP	VDC members	Beneficiaries
<i>Nigehbahns</i>	male	Devli forest	<i>Nigehbahns</i>	Forest protection & beneficiaries
13 <i>Nigehbahns</i>	male	Nigaban network, Nadi Forest	<i>Nigehbahns</i>	Forest protection & beneficiaries
VDC Members	male	Kallar Kahar VDC, Punjab	VDC members and Villagers	Beneficiaries
VDC Members	male	Panjar Kahuta VDC, Punjab	VDC members and villagers	Beneficiaries
Tariq	male	Diljaba community, Punjab	Farmer	Beneficiary orchard
Tanweer	male	Punjab village	Lambardar	Beneficiary afforestation
Mazhar IQBAL	male	Trina Village, Punjab	Farmer	Beneficiaries
Zahoor AHMED	male	Banathi Village, Punjab	Rtd Army Soldier	Beneficiaries
15 community members	male	Sangi, Mehr, Umeed Ali, Ishaq Indher, Rhodi, Saad Goth and Sangrar villagers, Sindh	Community members	Beneficiaries
60 community members	male	Razi Jatoi village, Kot Dhingano, Sindh	Villagers Riverine forests	Beneficiaries
Ali Khan JATOI	male	Hamza Jatoi Village Kot Dhingano, Sindh	Villager/VDC member	Beneficiary Biogas
Haji Muhammad SABIR	male	Muhammad Sabir Jatoi Village Keti Shah Sukkur, Sindh	Riverine Villagers	Beneficiary
Gh Muhammad JATOI	male	Muhammad Sabir Jatoi Village, Sukkur, Sindh	Riverine Villagers	Beneficiary
Dad Muhammad JATOI	male	Muhammad Sabir Jatoi Village, Sukkur, Sindh	Riverine Villagers	Beneficiary
Hidaytullah	male	Haji Muhammad Qasim Mehr Village, Sindh	Villager	Beneficiary Cook Stove
Gulam Masoi JATOI	Male	Kot Dhingano Lakhat landscape, Sindh	<i>Nigehban</i>	Forest protection & beneficiary
Metoh Khan JATOI	Male	Kot Dhingano Lakhat landscape, Sindh	<i>Nigehban</i>	Forest protection & beneficiary
Nazir AMAN	Male	Kot Dhingano Lakhat landscape, Sindh	Herder	Forest dependent stakeh.
Gulzar	Male	Kot Dhingano Lakhat landscape, Sindh	Herder	Forest dependent stakeh.
Shahzado MEERANI	male	Sanghi Got Pannu Aqil community, Sindh	Fisherman	dependent on fish collected from Dhands
Mohammad SIDDIQUE	male	Hamza Jatoi Community, Sindh	Farmer	Beneficiary cook stove
Ali Khan JATOI	male	Hamza Jatoi Community, Sindh	Farmer	Beneficiary biogas
External stakeholders				
Hamid MARWAT	male	Sustainable Land Management Programme II	National Project Manager	External stakeholder
Abdur Rauf QURESHI	male	retired	Chief Conservator Forests (Rtd) AJ&K	Member ProDoc Design Team
Abdul Latif RAO	male	RAO Sustainable Development Foundation		Designed ProDoc

Annex 4: Interview guide

	Project Board	GEF OPP	UNDP	PMU	NPD	EAD	IP	Beneficiaries
On the relevance of the project design:								
1) How do you rate the project design in capturing the challenges relevant for SFM in Pakistan/your region?	x	x	x		x	x	x	x
2) To what extent is the project aligned with the priorities of the UNDP and GEF priorities in Pakistan?		x	x		x			
3) To what extent has the project capitalized on synergies with other projects?	x	x	x	x	x			
4) In your view, was project formulation process participatory and why?	x				x	x	x	x
5) How will you rate the use of logframe indicators to monitor the project's implementation and impacts? If not useful then why?			x	x				
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?			x	x	x			
7) What challenges/good practices have you experienced in relation to project design and indicators, and how did you use adaptive management to solve them? What worked, what didn't and why?				x			x	
8) To what extent does the project address your/your region's/your country's most urgent priorities in terms of sustainable management of forests?	x	x			x	x	x	x
9) Was the project design realistic given the expertise of the Executing Agency and the allocated resources? If not, then why? What do you recommend changing?	x		x	x				
10) In which way does the project design and implementation consider specific priorities and needs of women and disadvantaged groups? In implementation what worked to make the activities inclusive and what didn't work and why? What changes do you propose to address needs of women and disadvantaged groups?				x	x	x	x	x
On Progress towards results:								
1) Going through the logframe, highlight what has been implemented and what key results were delivered and what key results are missed and the reasons why?				x		x	x	
2) What challenges have you faced related to implementation so far and how have you used adaptive management to address them?	x		x	x	x			
3) What important barriers remain that constrain the achievement of the project objectives mainly project outputs and activities?	x		x	x	x			
4) What training have you received from the project?								x
On Management arrangements:								
1) Are the responsibilities clearly shared among stakeholders? Are there any bottlenecks?	x		x	x	x	x	x	x
2) Are management decisions effective and transparent to all stakeholders?	x	x	x	x	x	x	x	x
3) Has guidance by the Project Board been promptly implemented?	x		x	x	x		x	
4) How has the Project Board supported the PMU on any aspects of project implementation?	x		x	x	x			
5) Have the project implementation arrangements been modified, why was it deemed necessary and what approvals were sought after modifications?	x		x	x	x	x		
6) Has the Executing Agency provided efficient management towards the delivery of project results? What worked well and what didn't?	x		x	x	x	x	x	x
7) Does the work of Implementing Partners efficiently contribute to the delivery of results? What worked well and what didn't?	x		x	x	x	x	x	x
8) Has UNDP provided quality guidance, adequate staff and resources to fulfil its supervisory functions over the project?	x		x	x	x	x	x	
9) What would you do differently – or needs to be modified for the second part of the project lifetime?	x		x	x	x	x	x	x
On Work planning:								

	Project Board	GEF OFP	UNDP	PMU	NPD	EAD	IP	Beneficiaries
1) Were there any delays in project implementation and if yes, what were their reasons and how were they tackled?	x		x	x	x		x	x
2) How does the process of work planning function? How do you decide on the next activities to be implemented? Do you use the logframe for work planning and if yes how?				x	x	x	x	
3) How well do you think the work plan matches the budget proposed?	x		x	x	x		x	
On Finance and co-finance:								
1) Do you consider the financial flow of the project efficient? Are there any bottlenecks and if, which ones?	x		x	x	x	x	x	
2) What financial control mechanisms do you use in adaptive management of the project?			x	x		x		
3) What were the justifications for the repeated budget revisions, if any?	x		x	x	x	x	x	
4) Has co-finance been delivered as expected? If not, why?	x		x	x	x	x		
5) Does co-finance contribute to the achievement of project targets in a meaningful way?	x		x	x	x	x		
On Monitoring and Evaluation								
1) How does the project monitor whether awareness and capacities on SFM have increased as a function of inputs?			x	x	x		x	
2) How does the project monitor the implementation of activities, the delivery of outputs and the achievement of outcomes? What worked well and what didn't?			x	x	x	x	x	x
3) What type of M&E system does the project maintain? In absence of M&E system, how does the project track progress?			x	x	x		x	x
4) Has the Project verified/established any of the indicator baselines? If yes, how? Do you think there is a need for revision of the baseline in order to reset indicator targets for the remaining lifetime of the project? If yes, then why?			x	x			x	
5) Has the project formulated a participatory M&E System? If yes, how do you rate its utilisation and effectiveness in timely reporting and decision making?			x	x	x	x	x	x
6) How is the M&E system used to inform adaptive management of the project? In the absence of an M&E system how does project utilise adaptive learning?			x	x			x	
On Stakeholder engagement:								
1) Please describe how you/stakeholders have participated in the project implementation? What worked well, what didn't and why?							x	x
2) How has adaptive management been applied in project implementation related to stakeholder participation? What worked well, what didn't and why?			x	x			x	
3) What benefits are you (as stakeholder) deriving from the project?							x	x
4) How were local communities/organizations involved in the project design/implementation? What worked well and what didn't?							x	x
5) What are the major hurdles for stakeholder participation in project implementation?	x		x	x	x	x	x	x
6) Do local partners embrace the concept of SFM and associated planning and implementation approaches propagated by the project? If not, then why?							x	x
7) Have you been involved in monitoring and evaluation of the project?							x	x
On Reporting:								
1) Do you fully understand UNDP and GEF project reporting requirements?				x	x		x	
2) Are these in line (or supportive) of the Government of Pakistan's reporting requirements?				x	x			
3) How many reports (PIRs) has the PMU produced? Have you had any feedback from UNDP, GEF, the Federal and Provincial Governments on the reports? Was the feedback useful? If not, then how it wasn't useful and the reasons why?			x	x			x	

	Project Board	GEF OFP	UNDP	PMU	NPD	EAD	IP	Beneficiaries
4) How many technical reports has the project produced? Do you find these useful?			x	x			x	
5) What needs to be done to improve the quality of reports and publications produced by the project?				x		x	x	
6) Have lessons learnt from adaptive management been documented in the reports and subsequently resulted in course correction, where required?			x	x			x	
On Communication:								
1) What communications and awareness raising material has been produced and how is it disseminated?			x	x	x		x	x
2) Does the project follow a communication strategy? Is it useful? If not, then why? If yes, what are its components which are most useful?			x	x	x		x	
3) How is the knowledge management system of the project, if any?			x	x			x	
4) How do you ensure that the project's experiences inform policy and practice? What worked well and what didn't?	x		x	x	x		x	
5) What do you know about the project? Where have you received the information from?	x	x				x		x
6) How is the information flow between project partners?	x		x	x	x		x	x
On Sustainability:								
1) What results do you think the project will deliver that will be sustained?	x	x	x	x	x	x	x	x
2) How will you sustain the benefits after project closure?	x		x	x	x	x	x	x
3) What risks jeopardize the sustainability of results and what can be done about minimizing them?	x		x	x	x		x	x
4) More specifically, what are the mechanisms for ensuring institutions and governance sustainability? Financial sustainability? Environmental sustainability? Socio-economic sustainability?	x		x	x	x		x	x
5) Does the project create any social tensions that may result in negative outcomes?	x		x	x			x	x
6) How do you think financing of SFM will be maintained after project closure?	x	x	x		x	x	x	x
7) What should the project do between now and the TE to secure long-term sustainability?	x	x	x	x	x	x	x	x
8) How did project outputs impact your life / your natural surroundings?								x
9) What would you say is the greatest impact of this project in your view, and why	x	x	x	x	x	x	x	x
10) What good practices did you experience related to implementation and how did they influence implementation and achievement of results?	x		x	x	x		x	x
11) What lessons have you derived from dealing with either challenges or good practices and how have you captured and/or shared them?			x	x	x		x	x
12) What do you think should be adjusted in order to increase the effectiveness of project implementation and increase chances of sustaining the impacts?	x		x	x	x	x	x	x
In general:								
1) What issues should the MTR look into that we have not yet discussed?	x	x	x	x	x	x	x	x
2) Please summarize the challenges faced by the project on any aspect	x	x	x	x	x	x	x	x
3) Please summarize the good practices you would like to share with the MTR on any aspect of the project	x	x	x	x	x	x	x	x
4) Summarize recommendations going forward if the project was to be successful	x	x	x	x	x	x	x	x
5) Any other issues	x	x	x	x	x	x	x	x

Annex 5: Survey samples

KEY INFORMANT INTERVIEWS- GENERAL QUESTIONNAIRE (to be sent to electronically)

Date: _____ Position: _____ Organisation: _____

Gender: Male _____ Female _____

PLEASE TICK THE APPLICABLE BOX FOR EACH QUESTION

1- How well does the project address the SFM priorities of Pakistan and your Province?

Very well	Quite well	Moderately	Weakly	Not at all

2- Were you or your organization involved in designing project implementation?

Yes, actively	Yes, through consultation	Yes, by providing information	I was informed but not consulted	Not at all

3- How do you consider overall Project progress?

Highly satisfactory	Satisfactory	Average	Rather weak	Very weak

4- How strong do you consider the engagement of various stakeholders in project implementation?

Very strong	Quite strong	Moderately	Rather weak	Very weak

5- Do you think that the Project will be able to achieve its stipulated targets?

Yes, all of them	Yes, most of them	Some of them	A few of them	Hardly any

6- Do you think the Project's achievements can be sustained after project closure?

Yes, definitely	Yes, likely	Possibly	Not sure	Definitely not

7- Do you receive regular information about the progress of project implementation?

Yes, every time	Quite often	Sometimes	Hardly	Not at all

8- Are project reports made readily available?

Yes, all of them	Yes, mostly on request	Sometimes	Hardly	Very difficult to access

9- What are the main challenges the Project faces in your opinion?

- _____
- _____
- _____

10- Do you have any suggestions to be considered for the second half of the Project?

- _____
- _____
- _____

COMMUNITY SURVEY QUESTIONNAIRE

Date: _____ Village _____ Tehsil/Taluka _____ District _____

Gender: Male _____ Female _____

Profession:

Farmer	Labourer	Govt. Service	Priv. Service	Business	Householder	Other

PLEASE TICK THE APPLICABLE BOX FOR EACH QUESTION

1- How well does the project address your village's most urgent of forest management priorities?

Very strongly	Quite strongly	Medium	Low	Not at all

2- What were the main activities implemented by the Project in your village?

- _____
- _____
- _____

3- Who designed project activities in your village?

Whole community, incl. women & forest department	All men from community with forest department	Forest department & community leaders	Community leaders	Forest department

4- Are you satisfied with the project's progress in your community?

Highly satisfied	Satisfied	Average	Rather unhappy	Very unhappy

5- How do you consider the benefits the project brings to your community?

Very good	Good	Moderate	Little	Nothing at all

6- Are you informed about the decisions taken in relation to project activities in your village?

Yes, always	Yes, mostly	Sometimes	Not much	Not at all

7- Does the Forest Department provide adequate support towards to implementation and maintenance of project activities in your community?

Yes, always	Yes, mostly	Sometimes	Not much	Not at all

8- Do you participate in monitoring of project activities?

Yes, always	Yes, mostly	Sometimes	Not much	Not at all

9- Do you think the Project's achievements can be sustained in your village after project closure?

Yes, definitely	Yes, likely	Possibly	Not sure	Definitely not

10- Is your community organization actively participating in project activities?

Yes, always	Yes, mostly	Sometimes	Not much	Not at all

11- Do women participate in meetings related to the project activities?

12- Any impact of project activities (positive or negative) that needs to be addressed during remaining project period.

- a. _____
- b. _____
- c. _____

13- Do you discuss and keep the women informed about project decisions and activities.

Yes, always	Yes, mostly	Sometimes	Rarely	Never

14- Did you receive any training from the project?

Yes, several	Yes, one	None

15- Are you satisfied with the awareness and training provided by this project? Any suggestions for future.

- a. _____
- b. _____
- c. _____

16- Did you receive any brochure, leaflet, training manual from the project?

Yes, several	Yes, one	None

17- Does the project create any social tensions that may result in negative outcomes?

None at all	Maybe some	A few	Several	Many

18- How frequently does the project staff visit you to train or monitor activities?

Very frequently	Frequently	Sometimes	Not often	Hardly ever

19- What is the community's role in implementing the project?

Plantation establishment	Guarding the forest	Earning benefit from forest	Other	Don't know

20- What roles women play in implementing project activities?

Raising nursery	Plantation	Plantation care	Irrigation	Other	None

21- Do you have any suggestions for the second half of the project?

- a) _____
- b) _____
- c) _____

22- Did the project do anything to improve the situation of women, poor and disabled 1. No, 2. Yes If yes, what? Any suggestions for future.

- a) _____
- b) _____

23- What good practices did the Project introduce in your community?

- a) _____
- b) _____
- c) _____

24- Was your opinion asked while designing project activities in your village?

Yes, very much	Yes, to some extent	Not sure	Not much	Not at all

22. What type of activities, in addition to present one, do you think should be added if a follow-up project is to designed to provide you more sustainable benefits?

- a) _____
b) _____
c) _____

23. To what extent has this project contributed towards livelihoods and income generation at the local level?

Yes, very much	Yes, to some extent	Not sure	Not much	Not at all

24. Do you think project activities have started contributing towards social and environmental improvements?
If yes, name a few

- a) _____
b) _____
c) _____

Annex 6: 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			
To what extent is the SFMP aligned with the objectives of the GEF 5 SFM, BD and CC Focal Area strategies?	Level of congruence of the SFMP Strategic Results Framework with the relevant GEF 5 Focal Area strategies	GEF 5 Focal Area Strategies, GEF Global Environmental Benefits, PIF, Project Document, CEO Endorsement Request, PIRs, MTR feedback	Document analysis, interviews with GEF-OFP & NPD, personal observation
To what extent is the SFMP relevant for UNDP's strategic country objectives?	Level of congruence between project logframe and UNDP strategic objectives	UNDP Strategic Plan 2018-21, UNDP/UNOPS joint Country Strategy Pakistan 2018-21, MTR feedback	Document analysis, interviews
To what extent does the SFMP address national and local priorities?	Level of congruence between national and provincial priorities and SFMP objectives	International commitments (e.g. Pakistan's UNCBD NBSAP), national and provincial policy and strategic documents, Project Document, technical reports, literature on SFM in Pakistan, first-hand information from stakeholders, MTR feedback	Document analysis, interviews, Focus Group Discussions, survey, 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, Documents on synergies between projects, MTR feedback	Document analysis, interviews, personal observation
Results framework			
Does the strategic results framework fulfil SMART criteria, and does it sufficiently capture the added value of the project?	Level of compliance of strategic results framework with SMART criteria	Strategic results framework, UNDP guidance on planning and monitoring for development results, GEF Tracking Tools	Document analysis, interviews
Capacities for implementation			
Was the project design realistic in terms of the capacities and resources of the executing agencies?	Level of effectiveness of project implementation	PIRs, audit reports, MTR feedback	Document analysis, interviews, survey, personal observation
Were partners properly identified and roles and responsibilities negotiated before project start?	Level of efficiency of project implementation	MoUs, Project document, PIRs, Project Board minutes of meeting, MTR feedback	Document analysis, interviews
Were partner resources and capacities, enabling legislative framework, and appropriate project management arrangements in place at project start?	Level of effectiveness and efficiency of project implementation	Minutes of Project Board meetings, LPAC meeting minutes, MTR feedback	Document analysis, interviews
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, MTR feedback	Document review, interviews, Focus Group Discussions, survey, personal observation
	Existence of positive/negative impacts of SFMP on the	Environmental and Social Screening, project thematic reports, capacity building records, MTR feedback	Document review, interviews, Focus Group Discussions, survey, personal observation

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
	livelihoods of members of disadvantaged groups		
Progress Towards Results (Efficiency): To what extent have the expected outcomes and objectives of the project been achieved thus far?			
To what extent has the SFMP contributed to the embedding of SFM into landscape-scale spatial planning (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 SFMP contributed towards strengthening biodiversity conservation in and around High Conservation Value Forests (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 SFMP contributed towards enhanced carbon sequestration in and around HCVF in target forested 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 barriers remaining to the achievement of the targeted development result?	Adequacy of delivered outputs to overcome barriers	PIRs, Project Board minutes, MTR feedback	Document analysis, interviews, personal observation
Project Implementation and Adaptive Management (Effectiveness): 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			
Are management arrangements in place that are efficient, effective, transparent and flexible?	Clarity in responsibilities for PMU, PMIUs and other implementers	Project document, PIRs, Project Board minutes of meetings, MTR feedback, ToR of staff	Document analysis, interviews, personal observation
Management arrangements Executing Agency	Transparency, timeliness and documentation of decisions	Meeting minutes	Document analysis, interviews, personal observation
	Effectiveness of management response to Project Board guidance	Project Board minutes of meetings, AWP, PIRs, MTR feedback	Document analysis, interviews
	Adequacy and efficacy of management inputs in place	Meeting minutes, MTR feedback	Document analysis, interviews, personal observation
Has UNDP provided quality support to SFMP, provided approvals in time and restructuring when necessary?	Clarity of results focus of UNDP interventions	PIRs, Project Board minutes of meetings, PIRs, audit reports, MTR feedback	Document analysis, interview, personal observation
	Level of UNDP staff engagement in project supervision	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, AWP, QWP, 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 Adequacy of documentation and justification of work plan amendments	Strategic Work Plan, AWP, QWP, PIRs, financial delivery reports, MTR feedback	Document analysis, interviews, personal observation

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
Has the strategic results framework been used as a management tool?	Reference of AWP targets to Strategic Results Framework	Strategic Results Framework, AWP, QWPs,	Document analysis, interviews
Finance and co-finance			
Does the financial flow of SFMP allow for effective and efficient delivery of project targets?	Planned vs. actual financial delivery	PIRs, financial delivery reports, combined delivery reports, audit reports, Project Board meeting minutes, approved budget revisions, MTR co-financing report, MTR feedback	Document analysis, interviews, personal observation
	Level of constraints in project financial flows	Record of meetings, interviews	Document analysis, interviews, personal observation
Do financial control mechanisms allow the PMU 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, audit reports, MTR feedback	Document analysis, interviews, personal observation
M & E System			
Is the project M & E plan sufficiently budgeted and implemented according to plan?	Effectiveness of resource allocation and level of implementation of M&E plan	M&E Plan, field monitoring reports, PIRs, GEF Tracking Tools at CEO Endorsement & Midterm, AWP, 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 effectiveness 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 SFMP taken adaptive management measures?	Level of utilization of the M&E system for timely adaptive management responses	Project Document, PIRs, GEF Tracking Tools at midterm, risk log & issue log, Project Board meeting minutes, MTR feedback	Document analysis, interviews, 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, survey, personal observation
How effectively has the SFMP 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, personal observation
Have stakeholder engagement and public awareness contributed to progress	Documented changes in awareness and behaviour,	Project output level deliverables, best practices reports	Document analysis, interviews, personal observation

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
towards achieving project results?	replication of project interventions		
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
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, survey, personal observation
Have Pakistan national and provincial government agencies embraced the SFM approaches proposed by the SFMP?	Existence of policy documents	Government documents, websites, MTR feedback	Document analysis, interviews, personal observation
Reporting			
Have adaptive management changes and project progress been transparently reported to the Project Board?	Level of awareness of Project Board members on measures of adaptive management	Project Board minutes of meetings, PIRs, MTR feedback	Document analysis, interviews, personal observation
Has the PMU 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 and events, 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 SFMP	Project communication strategy, output level project reports, MTR feedback	Document analysis, interviews, survey, personal observation
	Number of knowledge management products generated	List of reports, reports, MTR feedback	Document analysis, interviews
	Level of awareness on knowledge management products by target groups	Project communication strategy, communication products, media appearances, output level project deliverables, MTR feedback	Document analysis, interviews, Focus Group Discussions, survey, personal observation
Is information effectively exchanged internally between the PMU and PMIUs as well as between the project and the MoCC and the PPDDs?	Level of awareness of project partners about project activities	MTR feedback	Interviews, personal observation
Sustainability: 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, Project Board minutes of meetings, 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

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
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, Project Board minutes of meetings, 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 and/or legal frameworks	Government documents, policy documents, media, MTR feedback	Document analysis, interviews, personal observation
Did the SFMP 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 survival of multi-stakeholder SFM processes and partnerships ensured and are capacities and funding adequate?	Level of functionality of multi-stakeholder planning processes and implementation partnerships Level of institutional capacities on SFM	Documentation of coordination mechanisms between stakeholders, documentation of planning processes and implementation partnerships, MTR feedback MTR feedback	Document analysis, interviews Document analysis, interviews, personal observation
Does the SFMP 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, PIRs, MTR feedback	Document review, interviews, personal observation
What is the likelihood that financial resources will not be adequately available after SFMP?	Likelihood for government funding for investments initiated by SFMP	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 screening, PIRs, risk log, MTR feedback	Document analysis, interviews, personal observation
Is there a risk of insufficient ownership over project investments by certain stakeholders?	Extent of government ownership over SFM concepts, guidelines processes, platforms	Organograms, Government documents, PIRs, MTR feedback	Document analysis, interviews, personal observation
What is the level of awareness and support for SFM among stakeholders?	Proportion of stakeholder with clarity on the concept of community-based SFM	Reports, MTR feedback	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 SFMP achievements?	Level of risk of political change	Government documents, security analyses, risk log, MTR feedback	Document analysis, interviews, personal observation
Environmental risks			

Evaluative Questions	Indicators (/benchmarks)	Sources	Methodology
What environmental risks could undermine the sustainability of SFMP 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	Project & government documents, MTR feedback	Document analysis, interviews, personal observation

Annex 7: Progress towards Results Matrix

Project Strategy	Indicator ¹	Baseline Level ²	Level in 1 st PIR 2017 (excerpt of relevant information from PIR)	Level pre-MTR PIR 2019 (excerpt of relevant information from PIR)	End-of-project Target	MTR Level & Assessment ³	Achievement Rating ⁴	Justification for Rating
Objective: Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services	Number of forest landscape management plans integrating considerations of biodiversity, ecosystem services, climate mitigation and community resource use (integrating sustainable forest management principles)	0	Consultation meetings on Working Plan Code revision held.	Boundary demarcation, inventory & resource mapping, contractual arrangements for landscape management plans completed.	7	7 initiated	On target to be achieved*	Process started in all landscapes (diverse data collected, but stakeholder engagement and data integration into landscape management plans may not account for landscape approach.
	Total avoided and/or sequestered carbon benefits over thirty-year period due to improved sustainable management of forests.	n/a	Seed collected and nurseries raised	Baseline carbon stock assessment completed: • Kaghan: 1,818,877 • Siren: 1,362,992 • Scrub landscape: 391,896 • Sindh: 356,830 tons of carbon	9,908,090 tCO ₂ eq	no data	Not assess	Baseline carbon stock assessment completed, but carbon sequestration not monitored.
	Extent in hectares of forest area managed for multiple sustainable forest management and ecosystem benefits.	0	Work on SFM regimes started.	Project carries out various activities on 65,561 ha: • Media coverage • Awareness events • Boundary demarcation • Restoration (active & passive) • Livelihood development • Carbon stock assessment	67,861 ha	65,561 ha	On target to be achieved*	Though project have captured the entire targeted area, area is not yet managed for multiple SFM and ecosystem benefits, given that no management plans guide the implementation of activities, which are thus disjunct.

				<ul style="list-style-type: none"> • Ecotourism • Wildlife conservation • Identification of HCV forests 				
Outcome 1: Embedded SFM into landscape-scale spatial planning	Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management in Pakistan	0	-	Working Plan Code revision addressing climate, ecotourism, ecosystem services, etc., for guiding new management plans to be prepared under the SFMP initiated.	One set of SFM guidelines (for the three forest types included in the project) approved by Ministry of Climate Change and adopted by the provinces, by the fourth year of the project	Revision of Working Plan Code initiated/in progress in three Provinces	On target to be achieved*	Draft Working Plan Code for Sindh is available, consultation workshop held in KP, revision process initiated in Punjab.
	Number of forest landscapes completed forest inventory and maps in support of sustainable forest management	0	Training on Carbon stock assessment conducted	Forest inventories completed for 7 landscapes	7	7	Achieved	Forest inventories, biodiversity surveys and mapping completed for all landscapes
	Number of provincial/district level forest entities effectively applying consideration of the needs for biodiversity, climate mitigation, forest ecosystem services and community sustainable use	0	Capacity building of forest & wildlife department is underway for applying considerations of biodiversity and climate change mitigation.	3 provincial forest departments effectively apply considerations for biodiversity conservation, climate mitigation and ecosystem services for communities' use	3	3	On target to be achieved	Provincial Forest Departments have substantially increased their understanding of SFM at all levels and have started practically applying SFM considerations and tools
	Number of forest monitoring protocols to assess effectiveness of adoption for SFM in forestlands	0 (Existing practice, monitoring protocols used for recording forest violations and fires, not for consideration of ecosystem values and functions)	-	<ul style="list-style-type: none"> • KP: 2 workshops held • Sindh: Monitoring Information System developed 	3 sets of monitoring protocols, one for each of the 3 forest types of pilots, approved by the Ministry of climate change and adopted by the provincial respective Forest Departments	Draft Monitoring Information System available for Sindh, Activity initiated in KP and Punjab	On target to be achieved	<ul style="list-style-type: none"> • KP: delayed, done by IUCN • Punjab: Preparation of 2 monitoring protocols assigned to experts, progress unclear • Sindh: Monitoring Information

								System completed, but not yet approved, monitoring protocol preparation contracted to expert
	Number of provincial and district staff trained in the use of ecosystem-based planning tools	0	Capacity needs assessment initiated.	<ul style="list-style-type: none"> Carbon project design document: 30 Carbon stock assessment: 30+39 Forest inventory & data analysis: 26 	30	656	On target to be achieved	Quantitative target over-achieved, qualitative target not yet achieved (trainings did not systematically cover all aspects of ecosystem-based planning tools, most importantly landscape, HCV & community forest management planning).
	Number of forest community members and private forest owners undergone technical and skills training and development in sustainable forest management	0	-	<ul style="list-style-type: none"> Tunnel farming: 380 Fruit orchard: 38 Poultry & backyard kitchen: 543 	At least 200 (of which at least 10% are women)	114 (36% female)	Not on target to be achieved	Progress insufficient. Trainings largely did not focus on SFM, but on livelihood activities mostly unrelated to SFM.
	Number of Baseline assessment reports on current unsustainable and sustainable resource use practices, state and/or condition of resources and baseline of key indicator species	0	MoU with Pakistan Natural History Museum signed	<ul style="list-style-type: none"> 7 carbon stock assessments 18 studies on flora and fauna Gender mainstreaming study in KP NTFP study Kaghan Community needs assessment in 	At least seven baseline assessment reports completed, one for each forest landscape	7 mostly completed	On target to be achieved	Excellent baseline assessments mostly completed for all 7 landscapes, socio-economic and resource use aspects missing in a few.

				Punjab landscapes				
	Number of forest resource use conflicts effectively resolved	0	-	<ul style="list-style-type: none"> Forest boundary dispute resolved by Survey of Pakistan Training on conflict identification: 30 Study on conflict identification and management in KP 	At least 50% of identified and documented conflicts effectively resolved	Activity initiated	On target to be achieved*	No comprehensive listing of existing resource use conflicts in all landscapes has been carried out, conflicts have not been mapped, resolution processes have not been identified in most cases. Types of conflicts and resolution options identified in KP, not specifically identifying particular cases. Identification of conflicts took place in Chakwal, Punjab. Forest boundary conflict resolution on-going in Sindh, without documentation.
	Number of comprehensive recommendations for scaling-up and replication of sustainable forest management approaches emanating from the project sites	0	-	Three best practices identified.	One set each of best practices, successful models and composite recommendations developed by the project implementing provincial governments in consultation with the Ministry of Climate Change, adopted, publicized and supported in the country as part of future regular or development programs and shared widely	Activity initiated	On target to be achieved	Some best practices identified, incl. Recovery of forest land from encroachment, but no detailed analysis, documentation and dissemination took place.

					through case studies etc.			
Outcome2: Biodiversity conservation strengthened in and around High Conservation Value Forests	Hectares of high biodiversity conservation value forests identified, designated and effectively managed for biodiversity and climate mitigation	0	Meetings on delineation of landscapes held in KP and Punjab.	<ul style="list-style-type: none"> 7,915 ha of sub-tropics evergreen thorny forests identified Solar pumps installed Forest roads and bridle paths renovated 2 hog deer enclosures established 2 forest inspection huts constructed, 2 renovated 	At least 18,000 ha of Western Himalayan Conifer forests, 4,459 ha of sub-tropical evergreen thorny forests and 18,898 ha of riverine forests	7,950 ha subtropical evergreen thorny forests and 13,059 ha of riverine forests	On target to be achieved*	HCVs identified, delineated and assessed in Punjab, identified in Sindh, yet to be identified in KP. Management plans yet to be developed.
	Population trends of key indicator species of <i>Ovis vignei punjabensis</i> , <i>Axis porcinus</i> , <i>Pucrasia macrolop</i> , <i>Platanista gangetica minor</i> stable or increasing	<p>Riverine forests: <i>Axis porcinus</i> - 345 <i>Platanista gangetica minor</i> - 1,650</p> <p>Scrub forests: <i>Ovis vignei punjabensis</i> – 200 <i>Gazella gazella</i> - 25</p> <p>Conifer forests: <i>Lophorus lophorus impejanus</i> – 375 <i>Semnopithecus entellus</i> – 150</p>	MoU with Pakistan Natural History Museum on population assessments signed.	<ul style="list-style-type: none"> Surveys of pheasant, hog deer, invasive alien species, black bear carried out. Manual on wildlife survey techniques developed. 	Population of indicator species stable or increase over baseline values	<p>No data for <i>Pucrasia macrolopa</i>, <i>Lophorus lophorus impejanus</i>, <i>Semnopithecus entellus</i>, <i>Ovis vignei punjabensis</i>, <i>Gazella gazella</i></p> <p>Increasing population of <i>Axis porcinus</i> & <i>Platanista gangetica minor</i></p>	Not able to assess	Population baselines established for all species. Population trend monitored only for two species in Sindh, not for others.
	Emissions of metric tCO2 avoided from conservation set-asides over a 30-year period	0	Discussion with IUCN on Working Plan Code revision underway.	Carbon stock baseline assessed in all landscapes.	4,759,145 tCO2 eq.	No data available	Not able to assess	Baseline carbon stock assessment completed, but carbon sequestration not

								monitored. Area of HCV forests not yet finalized.
	Extent of forest ecosystem covered under a model for Community Managed Conservation in High Value Coniferous Forests with high potential for replication established in	0	Documentation of local forest management practices in KP started.	<ul style="list-style-type: none"> 50% of the area is under community management because this is the area protected by community members 21 CBOs have been established 	At least 8,000 ha	4,000 ha	Not on target to be achieved	The PIR 2019 reports community-based management initiated on 4,000 ha, for which however the MTR found weak evidence. Communities have not yet effectively embraced the concept of community-based conservation.
	Percentage of households reporting increased incomes in Community managed conservation areas from forest and non-forest resources	Baseline incomes would be assessed once forest inventory and mapping completed and locations for community forest use identified	-	<ul style="list-style-type: none"> Installed 5 solar systems in KP Reinstated/constructed 22 water ponds in Punjab Distributed 60 gas cylinders in KP Constructed 4 biogas digesters in Sindh 	20%, of which at least 30% of beneficiaries are women	No data available	Not able to assess	Indicator not monitored by the Project.
	Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use.	0	-	<ul style="list-style-type: none"> Tunnel farming: 380 Heat efficient stoves: 50 Community management skills: 30 Resource mobilization and business development: 32 	At Least 100, of which at least 10% would be women	231 (28% female)	On target to be achieved	Trainings focused on community-based sustainable resource use (NTFP harvesting & value addition), income-generating activities in agriculture & horticulture and reduced firewood dependency. Trainings on community organizations skills

								are behind target and were only conducted in KP.
	Number of provincial forest staff trained in use of tools and techniques for improved protected area management and species conservation	0	Training in carbon stock assessment: 30	<ul style="list-style-type: none"> Pheasant survey techniques: 45 Black bear survey: 30 	60 forest and 30 wildlife staff of different levels trained in forest biodiversity conservation in two weeks to three months training courses	129	On target to be achieved*	Trainings focused only on wildlife survey techniques and did not touch on other aspects of species conservation and protected area management.
Outcome 3: Enhanced Carbon sequestration in and around HCVF in target forested landscapes	Number of hectares of Sub-tropical broadleaved evergreen thorny forests and Western Himalayan Temperate Coniferous forests rehabilitated	0	Seed collected for nursery establishment.	1,543 ha restored in sub-tropical broadleaf evergreen and Chir Pine forests and 523 ha restored in Western Himalayan Coniferous forests	3,400 ha of Sub-tropical broadleaved evergreen thorny forests and 10,005 ha of Western Himalayan Temperate Coniferous forests	2,107 ha of Sub-tropical broadleaved evergreen thorny & Chir Pine forests and 2,079 ha Western Himalayan Temperate Conifer	On target to be achieved*	Very impressive restoration efforts, which are on track in sub-tropical thorny and Chir Pine forests but are lagging behind in conifer forests.
	Number of hectares of riverine forest reforested with native species	0	-	1,539 ha	13,099 ha	3,700 ha	On target to be achieved	Restoration target on track in Sindh, riverine afforestation targets have been reduced due to shift of landscapes in Punjab.
	Metric tons of CO ₂ eq sequestered through regeneration and reforestation over 30-year period	0	Seeds for nurseries in KP and Punjab collected. Training in carbon forestry.	Carbon stock baseline established	5,148,943 metric tons CO ₂ eq	2,282,000 metric tons CO ₂ eq	On target to be achieved	Baseline carbon stock assessment completed, projection of carbon sequestration shows 44% achievement of final target.
	Number of best practice notes documenting forest restoration and reforestation and SFM	0	-	Best practices identified: <ul style="list-style-type: none"> Forest boundary delineation and recovery from land grabbers 	At least 5 best practice notes document and disseminated	Some best practices identified, but practice notes not initiated	On target to be achieved	Systematic documentation of SFM best practices expected in second half of project.

				<ul style="list-style-type: none"> • Inter-provincial exposure visits • Silvicultural practices • Policy development 				
	Number of Carbon stock assessments and coefficients for key forest types in Pakistan developed and monitored	0	MoU with Pakistan Forest Institute for carbon stock assessment signed.	Allometric equations and carbon tables developed for 2 species in Sindh	One set of baseline assessment completed and monitoring	One set of baseline assessment completed, no monitoring	On target to be achieved	Forest and species-specific coefficients and allometric equations developed and carbon baselines inventory and calculations completed. No monitoring of carbon sequestration carried out yet.

¹ Populate with data from the Log frame and scorecards² Populate with data from the Project Document³ Colour code this column only⁴ Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU, see **Annex 6: Rating scales**.

* At risk of sliding into the category “not on target to be achieved”

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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Annex 8: 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 9: Capacity building, knowledge management and awareness events

Event type	Focus group	Progress towards Indicator	Khyber-Pakhtunkhwa	Punjab	Sindh
Training / training workshop	Forest staff	8. Training on ecosystem-based planning tools <u>Total progress 649/7</u>	2 trainings on Carbon stock assessment (40/0) Social mobilization & data collection (49/8) GPS training (40/0) 2 trainings on Conflict resolution (54/1) Revision of Working Plan Code (39/2) Development of carbon projects (30/0) Data collection for Working Plan, carbon stock assessment and biodiversity conservation (27/0)	GIS/RS (19/0) GPS/GIS/RS (22/0) 2 trainings on Carbon stock assessment (79/0)	2 trainings on Carbon stock assessment (72/0) Forest inventory data analysis (26/0) 4 training workshops on Development of GIS-integrated Monitoring Information System (57/0) Use of drones for monitoring (5/0) Forest surveying with GPS & smart phone (22/4) M.Sc. in Forestry (1/0) Training on GIS-integrated MIS (37/0) Training on GIS application in forestry (30/0)
		19. Tools and techniques for improved protected area management and species conservation <u>Total progress 129/0</u>	2 trainings on Pheasant survey techniques (99/0) Remote wildlife survey techniques (30/0)	-	-
	Community	9. Training in SFM <u>Total progress 84/30</u>	-	Wildlife conservation (50/30) Forest fire management (34/0)	-
		18 Technical & community organizational skills for conservation-based sustainable resource use <u>Total progress 180/51</u>	2 trainings on Orchard management (86/0) Black persimmon processing & packaging (10/0) Community management skills (20/1) Strawberry production (18/0)	Horticulture – orchard & tunnel farming (39/0)	Wild honey collection, processing, packaging, marketing (46/0) Preparation & use of heat-efficient stoves (0/50)
International conference	Forest staff	n/a	4th World Congress on Climate Change and Global Warming from August 4-10, 2018 (2/0) 5th World Conference on Climate Change from October 4-6, 2018 in London (2/0) UNFCCC COP24 in Katowice, Poland, December 3-14, 2018 (1/0) International study tour to Turkey on Sustainable Forest Management, forest fire control and protected areas management (13/0) International study tour to Germany on SFM, Climate Change, Protected Areas, Ecosystem-based management, Nov 21-27, 2018 (10/0)		
Workshops/ consultations	Forest staff	n/a	Revision of community participatory rules (42/0) Development of monitoring framework (35/0) Working Plan Code revision (7/0)	Working Plan Code revision (7/0)	14 consultative workshops/meetings on Sindh Forest and Wildlife Policies (283/6) Forest Monitoring Information System (7/0)
Visit	Community	n/a	-	-	Sukkur community visit to Nawabshah (50/0)
Awareness event	Public	n/a	World Wildlife Day 2018 (300/37) International Forestry Day 2018 (157/135) World Wildlife Day 2019 (200/60) International Forestry Day 2019 (180/65)	-	-

Numbers in brackets indicate the number of male and female participants (*male/female*)

Annex 10: Letters of Agreement with Responsible Parties & Service Providers

Type	Organization	Period	Main Activities
Responsible Party	Forestry, Environment and Wildlife Department, Government of Khyber-Pakhtunkhwa		- Take lead role in project implementation in Khyber-Pakhtunkhwa as per the project document
	Forest, Wildlife and Fisheries Department, Government of Punjab		- Take lead role in project implementation in Punjab as per the project document
	Forest Department, Government of Sindh		- Take lead role in project implementation in Sindh as per the project document
	Pakistan Forest Institute	June 20 th , 2017 – Dec 31 st , 2020	<ul style="list-style-type: none"> - Develop protocols for carbon stock assessments - Carry out carbon stock assessments and mapping across seven landscapes - Impart capacity building to local forest department staff on carbon stock assessment methodology - Receive project support (knowledge management, capacity development) - Train PFI students on SFM - Valuation of ecosystem services in landscapes
	International Union for Conservation of Nature, Pakistan	Oct 22 nd , 2016 – end of Project	<ul style="list-style-type: none"> - Review best practices of forest management - Develop guidelines for allocation of forest land - Guide revision of Working Plan Code - Develop indicators of monitoring system - Identify ecosystem goods and services - Develop monitoring protocols - Identify resource use conflicts - Develop fire control system - Capacity development of forest departments - Recommendations to facilitate upscaling of SFM - HCV - Community forestry - Species monitoring and capacity building - Review restoration best practices
Service Contract Holder	Survey of Pakistan		- Surveying and demarcation of Reserve Forest boundaries in Sindh
	Pakistan Natural History Museum		- Biodiversity surveys (flora & fauna)
	Pir Meher Ali Shah Arid Agriculture University Rawalpindi		- Conducting of regeneration surveys across restored forest sites
	Tando Jam Agriculture University Sindh		- Conducting of regeneration surveys across restored forest sites
	Zoological Survey of Pakistan, Ministry of Climate Change		-
	Snow Leopard Foundation		- Provide support & capacity development in wildlife surveying
	Punjab Forestry Research Institute Gatwala		- Studies comparing stand structure, species composition & regeneration in enclosures vs. open
	Pehel "first step" (NGO Sindh)		- Provision of cookstoves and biogas plants in rural areas along with relevant capacity building
	Sindhika Reform Society (NGO Sindh)		- Awareness raising and social mobilization in the two project landscapes in Sindh

Annex 11: Co-financing table

Source of co-finance	Name of co-financer	Type of co-financing	Amount confirmed at CEO Endorsement	Amount contributed by the time of MTR	Expected amount by project closure	Actual % of expected amount
GEF Implementing Agency	UNDP	Cash	\$800,000.00	\$193,120.00	\$800,000	24%
GEF Implementing Agency	UNDP	Parallel	\$200,000.00	\$350,000.00	\$0,000	175%
GEF Implementing Agency	UNDP	Total	\$1,000,000.00	\$543,120.00	\$800,000	54%
National Government	Government of Pakistan	Cash	\$3,800,000.00	\$0.00		0%
National Government	Government of Pakistan	Parallel	\$0.00	\$349,350.00	\$658,610	n/a
Provincial Government	Government of Khyber-Pakhtunkhwa	Cash	\$27,000,000.00	\$7,857,460.00		29%
Provincial Government	Government of Khyber-Pakhtunkhwa	Parallel	\$3,650,000.00	\$464,400.00	\$878,520	13%
Provincial Government	Government of Punjab	Cash	\$7,470,000.00	\$ 20,890,363.00		280%
Provincial Government	Government of Punjab	Parallel	\$0.00	\$531,900.00	\$975,000	n/a
Provincial Government	Government of Sindh	Cash	\$3,350,000.00	\$ 3,536,500.00		106%
Provincial Government	Government of Sindh	Parallel	\$2,500,000.00	\$440,700.00	\$759,527	18%
Government		Cash	\$41,620,000.00	\$ 32,284,323.00		78%
Government		Parallel	\$6,150,000.00	\$1,786,350.00	\$3,271,657	29%
Government		Total	\$47,770,000.00	\$ 34,070,673.00	\$3,271,657	71%
Other (bilateral agency)	GIZ	Cash	\$650,000.00	\$0.00	\$0.00	0%
Overall total co-finance			\$49,420,000.00	\$ 34,613,792.00	\$4,071,657	70%

Annex 12: Critical review of the Strategic Results Framework

Output	Activities described in ProDoc (duplication highlighted in red)	Duplication of strategy components across Outputs	Indicator
Outcome 1: Embedded SFM into landscape-scale spatial planning.			
1.1 Forest resources and ecosystem services inventory and mapping informs forest management planning, implementation and monitoring at the landscape level	<ul style="list-style-type: none"> Boundary delineation Stocktaking of biodiversity resources & ecosystem services Consultation on sustainable use Guidelines for allocation of forest land for different uses Guidance on integration of environmental information in mapping Capacity building on inventory for forest staff & communities Mapping of landscapes & identification of forest use areas 	<ul style="list-style-type: none"> 1.3 (systematic biodiversity conservation & ecosystem services assessment tools & technologies) 1.4 (map resource use areas) 1.7 (SFM training program, incl. inventory) 1.8 (Recommendations on ecosystem service assessment) 2.2 (participatory mapping of resource use areas) 	<p>5. Number of forest landscapes completed forest inventory and maps in support of sustainable forest management</p> <p>Indicators 6, 8 and 9 on capacity development (see below)</p> <p>4. Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management in Pakistan</p>
1.2 Updated guidelines, planning tools and regulations facilitate harmonization and mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management planning	<ul style="list-style-type: none"> Review of international best practices of management planning Review current national practices of management planning Review of environmental information required for updating of protocols Consultation on expectations on forest ecosystem services Forest Working Plan Codes & manuals Monitoring protocols 	<ul style="list-style-type: none"> 1.4 (identify resource needs and interests of stakeholders) 1.5 (monitoring protocols as part of SFM planning guidelines) 	<p>4. Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management in Pakistan</p> <p>7. Number of forest monitoring protocols to assess effectiveness of adoption for SFM in forestlands</p>
1.3 Landscape-level forest plans integrate considerations of biodiversity, ecosystem services, climate change mitigation and community resource use	<ul style="list-style-type: none"> Systematic biodiversity conservation & ecosystem services assessment tools & technologies Consultations to define HCV areas Strengthen management planning for identified HCV areas Guidelines for delineating community resource use areas Guidelines for restoration of forest land Define sustainable NTFP management Capacity building in forest management planning to forest staff & community members 	<ul style="list-style-type: none"> 1.1 (guidance for allocation of forest land for different uses) 1.7 (SFM training program incl. on forest management planning) 1.8 (Recommendations on community-based forest management) 2.1 (HCV management plans as part of landscape management plans; zonation – identification of HCV) 	<p>1. Impact indicator: Number of forest landscape management plans integrating considerations of biodiversity, ecosystem services, climate mitigation and community resource use (integrating sustainable forest management principles)</p>
1.4 Stakeholders' benefits of current unsustainable and sustainable forest practices and status of forest resources assessed	<ul style="list-style-type: none"> Review of current forest conditions and use Consultations on resource use Assess forest conditions Map resource use areas & village locations with attributes incl. demography, livelihood patterns, resource dependencies Identify needs & interest of stakeholders 	<ul style="list-style-type: none"> 1.2 (consultations on expectations on forest ecosystem services) 1.1 (mapping of landscapes & identification of forest use areas) 2.1 (participatory mapping, defining of community use areas) 	<p>10. Number of baseline assessment report on current unsustainable & sustainable resource use practices, state and/or condition of resources & baseline of key indicator species</p>

Output	Activities described in ProDoc (duplication highlighted in red)	Duplication of strategy components across Outputs	Indicator
1.5 System for effective monitoring and enforcement of forest management plans, incl. clear delineation of roles, responsibilities of key partners and management of participatory processes informs forest management and development	<ul style="list-style-type: none"> • Monitoring protocols as part of SFM planning guidelines • Capacity building of forest staff & communities on use of monitoring protocols 	<ul style="list-style-type: none"> • 1.2 (monitoring protocols) • 2.2 (community capacity building on monitoring) 	7. Number of forest monitoring protocols to assess effectiveness of adoption for SFM in forestlands
1.6 Forest resource use conflict management and resolution processes established in multiple use zones	<ul style="list-style-type: none"> • Identification of resource-use & inter-sectoral conflicts in landscapes • Participatory conflict management/resolution processes 	<ul style="list-style-type: none"> • 2.2 (participatory mapping of resource use conflicts) 	11. Number of forest resource use conflicts effectively resolved
1.7 Capacity building for provincial & district level forest agencies, local communities and other stakeholders, incl. i) training workshops & courses, ii) vocational training modules, iii) on-the-ground demonstration and training, and iv) patrolling skills and forest fire control training enhances capacity for sustainable land and forest management within key agencies and communities	<ul style="list-style-type: none"> • Capacity needs assessment • Multi-component training program at PFI & other institutions on <ul style="list-style-type: none"> ○ new planning tools, guidelines ○ mapping & inventory ○ GIS, MIS, RS ○ valuation of ecosystem services ○ management planning of HCVA areas ○ community mobilization ○ community forest management planning ○ drivers of deforestation & forest degradation ○ fire management ○ land use planning ○ forest management planning 	<ul style="list-style-type: none"> • 1.1 (Capacity building on inventory for forest staff & communities) • 1.3 (Capacity building on forest management planning) • 2.2 Community capacity building on community forest management planning, fire management, mapping 	8. Number of provincial and district staff trained in the use of ecosystem-based planning tools
			9. Number of forest community members and private forest owners undergone technical and skills training and development in sustainable forest management
			6. Number of provincial/district level forest entities effectively applying consideration of the needs for biodiversity, climate mitigation, forest ecosystem services and community sustainable use
1.8 Recommendations for facilitating adoption (institutionalizing), scaling up and replication of SFM practices promoted	<ul style="list-style-type: none"> • Recommendations on <ul style="list-style-type: none"> ○ Identification of HCVA areas ○ Community-based forest management ○ Ecosystem service valuation ○ Conflict resolution ○ Financing of SFM investments ○ Wildlife corridor identification 	<ul style="list-style-type: none"> • 1.3 (Guidelines for identification of community resource use areas) • 1.1 (Guidelines for allocation of forest land for different uses) • 3.3 (Analysis of SFM best practices in Pakistan) 	12. Number of comprehensive recommendations for scaling-up and replication of sustainable forest management approaches emanating from the project sites
Outcome 2: Biodiversity conservation strengthened in and around High Conservation Value forests.			
2.1 Avoided deforestation of High Conservation Value Forests with forest use regime change unsustainable use to biodiversity conservation and non-exhaustive community forest management instituted	<ul style="list-style-type: none"> • For HCV forests <ul style="list-style-type: none"> ○ Boundary demarcation ○ Zonation ○ buffer zone management ○ restoration ○ IAS removal ○ NTFP management ○ Ecotourism ○ grazing management ○ firewood management ○ Preparation of management plans as part of landscape management plans • Capacity building on forest fire management, grazing management • Mainstream HCV into working plans 	<ul style="list-style-type: none"> • 1.3 (Landscape management plans) • 1.2 (Working plan codes) • 1.5 (Monitoring protocols) • 1.1 (boundary demarcation) • 1.7 (training on forest fire management) • 2.2 (entire Output except trophy hunting, CBO development, agroforestry, REDD+) • 2.3 (training on grazing) • 3.1 (community-based management plan) • 3.2 (community-based management plan) 	13. Hectares of high biodiversity conservation value forests identified, designated and effectively managed for biodiversity and climate change mitigation
			14. Population trends of key indicator species of <i>Ovis vignei punjabensis</i> , <i>Axis porcinus</i> , <i>Pucrasia macroloph</i> , <i>Platanista gangetica minor</i> stable or increasing
			15. Emissions of metric tCO ₂ avoided from conservation set-asides over a 30-year period

Output	Activities described in ProDoc (duplication highlighted in red)	Duplication of strategy components across Outputs	Indicator
	<ul style="list-style-type: none"> Monitoring protocols and monitoring of key indicator species 		
2.2 Community-managed conservation Area model of community governance and management system operational	Restricted to community-based HCV forests in Khyber-Pakhtunkhwa: <ul style="list-style-type: none"> Community mobilization, building & strengthening CBOs Participatory mapping (incl. resources, dependencies & conflicts) Defining community resource use practices Promoting of biodiversity-friendly livelihood options (ecotourism, trophy hunting, NTFPs, farm forestry, agroforestry, REDD+) Community capacity building (organizational development, accounting, resource mapping, management planning, monitoring, etc.) Monitoring and evaluation framework 	<ul style="list-style-type: none"> 1.1 Mapping of landscapes and identification of forest use areas 1.4 Mapping of resource use areas, identification of conflicts, defining community resource use 1.7 Capacity building on resource mapping, forest management planning 1.5 Capacity building on monitoring 2.1 most of the Output (community forest management planning, capacity building, monitoring protocols, NTFP management, ecotourism, etc.) 3.1 (community-based management plan) 3.2 (community-based management plan) 	16. Extent of forest ecosystem covered under a model for Community Managed Conservation in High Conservation Value Coniferous forests with potential for replication established 17. Percentage of households reporting increased incomes in community managed conservation areas from forest and non-forest resources
2.3 Biodiversity conservation and capacities in and around High Conservation Value forests reinforced through training, enhanced enforcement, guidelines and strengthening with community managed conservation forests and involvement of communities in state managed forests	<ul style="list-style-type: none"> Training of forest staff, communities, etc. on: <ul style="list-style-type: none"> Planning & management of community forestry Grazing NTFP management Income generating activities & value addition Agriculture Land Management Monitoring of indicators species 	1.7 (community forest management planning) 2.2 (training on community forest management planning) 2.3 (training on grazing)	18. Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use. 19. Number of provincial forest staff trained in use of tools and techniques for improved protected area management and species conservation
Outcome 3: Enhanced Carbon sequestration in and around HCVF in target forested landscapes.			
3.1 Restoration of degraded temperate conifer forests and sub-tropical broadleaved evergreen thorny forests with indigenous species, realizing carbon benefits	<ul style="list-style-type: none"> Review of best practices of restoration In Khyber-Pakhtunkhwa and the Salt Range of Punjab (mainly in community forests) <ul style="list-style-type: none"> Prepare rehabilitation plan Social fencing to reduce firewood collection, grazing, fire Reforestation Assisted natural regeneration Monitoring Documentation and preparation of a manual on restoration 	2.1 (community-based management plan, monitoring) 2.2 (community-based management plan, monitoring) 3.2 (community-based management plan) 3.3 (best practices and lessons on SFM in Pakistan)	20. Number of hectares of Sub-tropical Broadleaved Evergreen thorny forests and Western Himalayan Temperate Coniferous forests rehabilitated 22. Metric tons of CO2 eq sequestered through regeneration and reforestation over 30 years
3.2 Reforestation of degraded riverine forests with indigenous species, realizing carbon benefits and biodiversity conservation	<ul style="list-style-type: none"> In riverine sites <ul style="list-style-type: none"> Seed collection Land preparation and seed broadcasting Maintenance Community-based management plan for sustainable resource use 	2.1 (community-based forest management plan) 2.2 (community-based forest management plan)	21. Number of hectares of riverine forest reforested with native species

Output	Activities described in ProDoc (duplication highlighted in red)	Duplication of strategy components across Outputs	Indicator
3.3 Best practice silvicultural approaches to forest restoration and reforestation documented, and capacities enhanced through training and local language guidelines	<ul style="list-style-type: none"> • Analysis of best practices & lessons from SFM in Pakistan • Seminar to take stock on SFM implementation • Attending SFM-related international workshops, seminars, conferences 	1.8 (virtually entire Output) 3.1 (documentation and preparation of manual on restoration)	23. Number of best practice notes documenting forest restoration and reforestation and SFM
3.4 On-the-ground application of nationally tailored methodology for measuring carbon stocks applied demonstrated and validated	<ul style="list-style-type: none"> • Carbon coefficients • Carbon stock inventory • Carbon stock calculations • Period monitoring of carbon stocks • Training on <ul style="list-style-type: none"> ○ forest inventory & carbon stock assessments ○ importance of forest carbon, incl. sources & sinks ○ climate change mitigation policies and international processes 	1.1 (training on forest inventory) 1.7 (training on forest inventory)	24. Number of carbon stock assessments and coefficients for key forest types in Pakistan developed and monitored

Annex 13: Proposed changes to the Strategic Results Framework

Indicator	Baseline	End-of-Project target	Comments
Objective: Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services			
1. Number of forest landscape management plans integrating considerations of biodiversity, ecosystem services, climate mitigation and community resource use (integrating sustainable forest management principles)	0	7	No changes proposed.
2. Total avoided and/or sequestered carbon benefits over thirty-year period due to improved sustainable management of forests	0	9,908,090 tCO ₂ eq	No changes proposed.
3. Extent in hectares of forest area managed for multiple sustainable forest management and ecosystem benefits	0	67,861 ha	No changes proposed.
Outcome 1: Embedded SFM into landscape-scale spatial planning			
4. Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management in Pakistan	0	One set of SFM guidelines (for the three forest types included in the project) revised Forest Working Plan Code per Province formally approved by MoCC & adopted by the provinces the concerned Provincial Forest Department, by the fourth year of the project	Working Plan Codes are not prepared for forest types, but for Provincial Forest Departments. The Constitutional Amendment places forestry under the jurisdiction of provinces and thereby Working Plan Codes do not need to be approved by the MoCC.
5. Number of forest landscapes completed forest inventory and maps in support of sustainable forest management	0	7	No changes proposed.
6. Number of provincial/district level forest entities effectively applying consideration of the needs for biodiversity, climate mitigation, forest ecosystem services and community sustainable use	0	3	Propose deleting indicator as target of monitoring will be captured by the newly proposed SFM capacity score-card and thereby this indicator will become redundant.
7. Number of forest monitoring protocols to assess effectiveness of adoption for SFM in forestlands	0 (existing practice, monitoring protocols used for recording forest violations & fires, not for consideration of ecosystem values & functions)	3 sets of monitoring protocols, 1 for each of the 3 forest types of pilots, approved by the MoCC and adopted by the respective provincial Forest Departments	Monitoring protocols are prepared and applied at the Provincial Forest Department level and are not subject to approval by MoCC.
8. Number of provincial and district staff trained in the use of ecosystem-based planning tools	0	30	Propose deleting indicator as target of monitoring will be captured by the newly proposed SFM capacity score-card and thereby this indicator will become redundant.
9. Number of forest community members and private forest owners undergone technical	0	At least 200 (of which at least 10% are women)	Propose deleting indicator due to partial redundancy with Indicator 18.

Indicator	Baseline	End-of-Project target	Comments
and skills training and development in sustainable forest management			
10. Number of baseline assessment report on current unsustainable & sustainable resource use practices, state and/or condition of resources & baseline of key indicator species	0	At least seven baseline assessment reports completed, one for each forest landscape	No changes proposed
11. Number of forest resource use conflicts effectively resolved	0	At least 50% of identified and documented conflicts effectively resolved	No changes proposed
12. Number of comprehensive recommendations for scaling-up and replication of sustainable forest management approaches emanating from the project sites	0	One set each of best practices, successful models and composite recommendations developed by the project implementing provincial governments in consultation with the MoCC, adopted, publicized & supported in the country as part of future regular or development programs and shared widely through case studies etc.	The target of the indicator is not specific and dropping components, which are beyond the Project's scope (e.g. future regular development programmes) is recommended.
SFM capacity scorecard	Develop an SFM capacity scorecard for each province with retrospective assessment of the baseline	Define target for the SFM Capacity scorecard, implying a substantial improvement in institutional capacity of Provincial Forest and Wildlife Departments on SFM	Current indicators miss to capture institutional capacity on SFM as an important component of creating an enabling environment for the upscaling of SFM. SFM scorecard should capture i) individual, ii) organizational, and iii) institutional capacities to implement SFM incl. all central themes of the Project (landscape-level management planning, biodiversity conservation, restoration and climate change mitigation, etc.).
Outcome 2: Biodiversity conservation strengthened in and around High Conservation Value forests			
13. Hectares of high biodiversity conservation value forests identified, designated and effectively managed for biodiversity and climate change mitigation	0	At least 18,000 ha of Western Himalayan Conifer forests, 4,459 ha of sub-tropical evergreen thorny forests, 5,770 ha of Chir Pine forests and 18,898 13,128 ha of riverine forests	Suggest shifting part of HCV forests targeted in riverine to Chir Pine landscapes in line the swap of project landscapes in Punjab. The swap in landscapes is not allowed to lead to an overall reduction of the targeted area as intended by the Project.
14. Population trends of key indicator species of <i>Ovis vignei punjabensis</i> , <i>Axis porcinus</i> , <i>Pucrasia macrolopa</i> , <i>Platanista gangetica minor</i> stable or increasing	<p>Riverine forests: <i>Axis porcinus</i> - 345 <i>Platanista gangetica minor</i> - 1,650</p> <p>Scrub forests: <i>Ovis vignei punjabensis</i> – 200 <i>Gazella gazella</i> - 25</p> <p>Conifer forests: <i>Lophorus lophorus impejanus</i> – 375 <i>Semnopithecus entellus</i> – 150</p>	Population of indicator species stable or increase over time	List of indicator species needs to be verified, as it does not match between the wording of the indicator and its baseline.

Indicator	Baseline	End-of-Project target	Comments
15. Emissions of metric tCO₂ avoided from conservation set-asides over a 30-year period	0	4,759,145 tCO ₂ eq	Propose to delete indicator as it is a subset of Indicator 2 and therefore fully redundant.
16. Extent of forest ecosystem covered under a model for Community Managed Conservation in High Conservation Value Coniferous forests with potential for replication established	0	At least 8,000 ha	No changes proposed.
17. Percentage of households reporting increased incomes in community managed conservation areas from forest and non-forest resources	Baseline incomes would be assessed once forest inventory and mapping completed and locations for community forest use identified	20% of which at least 30% of beneficiaries are women	No changes proposed, but retrospective baseline needs to be established immediately.
18. Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use.	0	At least 100, of which at least 10% would be women	Suggest deleting the indicator, due to partial redundancy with Indicator 9. Technical capacities on conservation-based resource use to be captured by Capacity score card on community-based SFM and sustainable resource use proposed under Indicator 9, whereas community organizational skills will be accounted for by the newly proposed CBO maturity index Indicator.
19. Number of community members completed standardized training programme encompassing i) community organizational skills, ii) community-based SFM, iii) participatory monitoring, iv) biodiversity-friendly livelihood development, and v) sustainable management of locally relevant natural resources	a. 0% of Executive Committee members of CBOs partnering with SFMP across 7 landscapes	30% of Executive Committee members of all CBOs partnering with SFMP across 7 landscapes	Current indicators on community capacity on SFM and conservation-based resource use are partially redundant, and consolidation is suggested. Instead of capturing participation in individual training courses, which does not reflect holistic development of capacities, measuring successful completion of the proposed comprehensive community-based training module is proposed.
	b. 0% of <i>nighebbans</i> working in 7 landscapes	100% of <i>nighebbans</i> working in 7 landscapes	
	c. 0% of registered residents in communities across all of the 7 landscapes	10% of registered residents in communities across all of the 7 landscapes	
20. Number of provincial forest staff trained in use of tools and techniques for improved protected area management and species conservation	0	60 forest and 30 wildlife staff of different levels trained in forest biodiversity conservation in two weeks to three months training courses	Propose deleting indicator as target of monitoring will be captured by the newly proposed SFM capacity score-card and thereby this indicator will become redundant.
Outcome 3: Enhanced Carbon sequestration in and around HCVF in target forested landscapes			
21. Number of hectares of Sub-tropical Broadleaved Evergreen thorny forests, subtropical dry conifer , and Western Himalayan Temperate Coniferous forests rehabilitated	0	a. 3,400 ha of Sub-tropical broadleaved evergreen thorny forests and	Propose to i) split mixed indicator into sub-indicators and to ii) include subtropical dry conifer forests accounting for the replacement of project landscapes in Punjab. Reduction of total spatial target as proposed by the Project is not permissible without GEF approval and therefore target for Chir Pine forests is proposed to be defined as the area of reduction in riverine forests.
	0	b. 10,005 ha of Western Himalayan Temperate Coniferous forests	
	0	5,663 ha of subtropical dry conifer forests	
22. Number of hectares of riverine forest reforested with native species	0	7,436 13,099 ha	Propose to reduce aerial target reflecting the replacement of riverine landscapes in Punjab for Chir Pine landscapes.

Indicator	Baseline	End-of-Project target	Comments
23. Metric tons of CO₂-eq sequestered through regeneration and reforestation over 30 years	0	5,148,943 metric tons CO₂-eq	Propose to delete indicator as it is a subset of Indicator 2 and therefore fully redundant.
24. Number of best practice notes documenting forest restoration and reforestation and SFM	0	At least 5 best practice notes documents disseminated	No changes proposed.
25. Number of carbon stock assessments and coefficients for key forest types in Pakistan developed and monitored	0	One set of baseline assessment completed and monitoring	The indicator is redundant with Indicator 2, which requires that carbon stock assessments have been carried out based on valid coefficients.

Annex 14: Review of the spatial targets of the Project

Project Document

Site	HCVF (ha)			Restoration 0–25% (ha)			Restoration 25–30% (ha)			Reforestation (ha)			Total
	Conifer	Scrub	Riverine	Conifer	Scrub	Riverine	Conifer	Scrub	Riverine	Conifer	Scrub	Riverine	
Siran	7,000			2,596			866			1,078			11,540
Kaghan	11,000			3,290			1,096			1,079			16,465
Salt Range Scrub		4,459			2,193			731			476		7,859
Taunsa Kotla Issan			4,240			0			0			2,874	7,114
Southern Punjab			1,530			0			0			3,789	5,319
Sukkur			11,628			0			0			6,681	18,309
Dhingano-Lakhat			1,500			0			0			755	2,255
Sub-total	18,000	4,459	18,898	5,886	2,193	0	1,962	731	0	2,157	476	14,099	
Total	41,357			8,079			2,693			16,732			68,861

5th Project Board meeting

Site	HCVF (ha)				Restoration 0–25% coverage (ha)				Restoration 25–30% coverage (ha)				Reforestation (ha)				Total
	Temp. conifer	Scrub	Pine	Riverine	Temp. conifer	Scrub	Pine	Riverine	Temp. conifer	Scrub	Pine	Riverine	Temp. conifer	Scrub	Pine	Riverine	
Siran	7,000				2,596				866				1,078				11,540
Kaghan	11,000				3,290				1,096				1,079				16,465
Salt Range Scrub		4,459				1,000				0				500			5,959
Pine			5,470				0				0				2,000		7,470
Sukkur				11,628				0				0				6,681	18,309
Dhingano-Lakhat				1,500				0				0				755	2,255
Sub-total	18,000	4,459	5,470	13,128	5,886	1,000	0	0	1,962	0	0	0	2,157	500	2,000	7,436	
Total	41057				6886				1962				12069				61,998

Midterm Review Final Report, August-December 2019

Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests
UNDP PIMS ID: 4674; GEF Project ID: 5660

MTR Team:

Dr. András Darabant
Dr. Bashir Ahmed Wani

Differences between spatial targets in Project Document vs. 5th Board Meeting decision

Changes			
total	HCVF	restoration	reforestation
0	0	0	0
-1,900	0	-1,924	24
-12,433	-5,770	0	-6,663
7,470	5,470	0	2,000
-6,863			

Annex 15: 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: Bashir Ahmed Wani & Andras Darabant

Name of Consultancy Organization (where relevant): _____

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

Signed at Islamabad / Vienna (Place) on November 12th, 2019 (Date)

Signature: Darabant A Bashir

Annex 16: Terms of Reference for the Midterm Review

(annexed as a separate file)

Annex 17: Calculations of greenhouse gas sequestration potentials

(annexed as a separate file)

Annex 18: Audit trail of comments received on the draft MTR Report

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


Annex: MTR Report Clearance Form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: Amanullah Khan

Signature:  Date: _____

UNDP-GEF Regional Technical Advisor

Name: Tashi Dorji

Signature:  Date: 30 Dec 2019