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| --- | --- | --- |
| Short-GEF logo colored NOTAG transparent.png | [Welcome to The GEF Small Grants Programme](https://sgp.undp.org/index.ph) | New Image-UNDP-logo.JPG |

United Nations Development Programme

**Terminal Evaluation of UNDP/GEF Project:**

**6th Operational Phase of the GEF Small Grants Programme in Pakistan (SGP 6)**

(GEF Project ID: 4383; UNDP PIMS ID: 9331)

**Terminal Evaluation Report**





***Mission Members:***

Mr. Roland Wong, International Consultant

February 2020

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# synopsis

**Title of UNDP supported GEF financed project:** 6th Operational Phase of the GEF Small Grants Programme in Pakistan (SGP 6 for Pakistan)

**UNDP Project ID:** PIMS 5734

**GEF Project ID:** 9331

**Evaluation time frame:** March 2017 to September 2019

**CEO endorsement date**: 14 February 2017

**Project implementation start date**: 16 March 2017

**Expected Project end date**: 16 March 2020

**Revised Expected Date of Operational Closure**: 16 March 2020

**Date of evaluation report:** 16 October 2019

**Region and Countries included in the project:** Pakistan

**GEF Focal Area Objective:**

* For BD-4 Program 9 - Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management
* For CCM-2 Program 4 - Accelerated adoption of innovative technologies and management practices for GHG emission reduction and carbon sequestration
* For LD-1 Program 1 - Agro-ecological intensification

**Implementing partner and other strategic partners:** Implementing partner: UNOPS

**Evaluation team members:** Mr. Roland Wong, International Consultant

**Acknowledgements**:

The Evaluator wishes to acknowledge with gratitude the time and effort expended by all project participants and stakeholders during the course of the Terminal Evaluation of the project “6th Operational Phase of the GEF Small Grants Programme in Pakistan”. In particular, the Evaluator wishes to thank the Pakistan Small Grants Programme Management Unit in Hyderabad, Mr Masood Lohar, Mr. Chatro Khatri, and Ms. Mehtab Shaikh as well as all project grantees who were interviewed during the Evaluator’s mission to the Indus Delta landscape and in Islamabad. The passion, insights and drivenness of the team in Hyderabad and the grantees for their community-based development work is truly inspirational and valuable for this Terminal Evaluation. The Evaluator feels privileged to have met these people and is extremely grateful for their hospitality. The Evaluator is also grateful to Ms. Diana Salvemini and Mr. Nick Remple of UNDP in New York, and Ms. Rosanna De Luca of UNOPS In New York for their insights, helpfulness and corporate memory of the entire Small Grants Programme.

# Executive Summary

This report summarizes the findings of the Terminal Evaluation Mission conducted during the 26 August to 3 September 2019 period for the UNDP-GEF Project entitled: “6th *Operational Phase of the GEF Small Grants Programme in Pakistan*” (hereby referred to as the SGP 6, the SGP 6 Project or the Project), that received a US$ 2.66 million grant from the Global Environmental Facility (GEF) in February 2017.

**Project Summary Table**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Project Title: | *6th Operational Phase of the GEF Small Grants Programme in Pakistan (SGP 6 Project)* | | | |
| GEF Project ID: | 9331 |  | *at endorsement (Million US$)* | *at completion (Million US$)* |
| UNDP Project ID: | 5734 | GEF financing: | 2.660 | 2.457[[1]](#footnote-1) |
| Country: | Pakistan | IA/EA own: | 0.500 | 0.100 |
| Region: | Asia and the Pacific | Government: | 0.000 | 0.000 |
| Focal Area: | Multi-Focal | Other: | 2.625 | 1.412 |
| FA Objectives, (OP/SP): | BD-4 Program 9  CCM-2 Program 4  LD-1 Program 1 | Total co-financing: | 3.125 | 1.512 |
| Executing Agency: | UNOPS | Total Project Cost: | 5.785 | 3.969 |
| Other Partners involved: |  | ProDoc Signature (date project began): | | 16 March 2017 |
| (Operational) Closing Date: | Proposed:  16 March 2020 | Actual:  16 March 2020 |

**Project Description**

The Global Environment Facility’s (GEF) Small Grant Program (SGP) was launched in 1992 as an outcome of the Rio Earth Summit, encompassing the very essence of sustainable development by "thinking globally acting locally". By providing financial and technical support to projects that conserve and restore the environment while enhancing people's well-being and livelihoods, SGP was designed to demonstrate community action as a primary measure for balancing human needs and environmental imperatives. The SGP has been operating in Pakistan since 1993 during the first operational phase (OP-1) that also served as a pilot for SGP. This Terminal Evaluation (TE) covers the Pakistan’s Operational Phase 6 (referred to as SGP 6 Pakistan, SGP 6 or the Project) operating since 16 March 2017, with scheduled operational closure on 16 March 2020. The Project is implemented by UNDP, and executed by UNOPS in New York with a Project office set up in Hyderabad in Sindh Province.

Pakistan’s SGP 6 Project has been implemented in line with SGP Operational Guidelines, where SGP grants have been made directly to community-based organizations (CBOs) and non-governmental organizations (NGOs) that serve key roles in improving and sustaining environmental conditions that promote sustainable livelihoods for selected communities. With a maximum SGP grant amount per project of US$50,000, the Pakistan SGP 6 Project has disbursed 38 grants averaging US$32,500 to NGOs, local communities, and other grassroots organizations to provide community-based environmental initiatives to the Indus River Delta (with 40% of the GEF grants), other areas of Pakistan with a focus on the northern areas (with 40% of the GEF grants), and to piloting and upscaling innovations at a national level (20% of the grants).

The Pakistan SGP 6 Project supports a number of initiatives to reverse a number of trends that impact the overall well-being of communities through deteriorating environmental and agricultural conditions exacerbated by:

* + - steady declines of populations in several rural communities with decreasing incomes generated from agriculture and natural resource utilization socioeconomic being a primary cause of these declines;
    - climate change that is now known to reduce agricultural production and natural resources yields, and vulnerable communities that are unable to adapt. This also includes increasing disparities in energy access for these vulnerable communities where unsustainable practices to generate energy are prevalent (such as firewood extraction or inefficient use of fossil fuels);
    - increasing population densities that lead to stresses on agricultural land resulting and falling agricultural production and unsustainable practices for harvesting natural resources from the forests, leading to general land degradation;
    - constant regulatory challenges encountered by the Ministry of Climate Change (MoCC) who are guided by the principles of sustainable development and enhancement of human well-being, a mandate that is carried out through state government departments and district administrations.

SGP 6 was designed to overcome a wide range of socioeconomic and environmental barriers as identified in the 2017 ProDoc including:

* lack of economic opportunities resulting in high levels of poverty;
* rural based community organizations as well as those in urban areas lack the long-term vision and strategy for natural resource management coupled with weak management capacities;
* lack of coordination between community organizations to pursue collective actions in managing landscapes;
* lack of systematic sharing of project experiences between communities and community-based organizations that could foster innovation and replication;
* lack of sufficient financial resources;
* lack of capacity amongst community organizations to produce and adapt low carbon technologies at the community level; and
* lack of ownership of the development process at community levels.

The objective of SGP 6 in Pakistan was to “enable community organizations in Pakistan to take collective action for adaptive management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development in key landscapes and rural/urban communities”. To achieve this objective, the following intended outcomes were to be achieved with the resources of SGP 6:

* Outcome 1.1: Multi-stakeholder platforms/partnerships develop and execute participatory adaptive management plans to enhance socio-ecological landscape resilience in the Indus Delta area;
* Outcome 1.2: Community organizations in landscape- level networks build their adaptive management capacities by implementing community- level projects and collaborating in managing landscape resources and processes to achieve landscape resiliency and resilient livelihoods;
* Outcome 1.3: Strategic projects are developed and implemented by multi-stakeholder partnerships that catalyze broader adoption of specific successful SGP-supported technologies, practices or systems and are upscaled to a to a wider area and/or groups of stakeholders;
* Outcome 2.1: Potential financial partners, policy makers and their national/subnational advisors and institutions, as well as the private sector form multi-stakeholder partnerships to engage in designing, planning and monitoring dissemination and replication of successful energy efficient technologies, practices or systems;
* Outcome 2.2: Multi-stakeholder partnerships implement strategic projects to expand adoption of energy efficient technologies;
* Outcome 2.3: Multi-stakeholder partnerships, local policy makers and subnational/ national advisors organized in policy and innovation platforms discuss potential policy innovations based on analysis of project experience and lessons learned.

**Project Results**

The Project goal and objective and overall outcomes of the SGP 6 Project are summarized on Table A against intended outcomes in the SGP 6 Project Results Framework (PRF).

**Table A: Comparison of Intended Project Outcomes from Revised PRF[[2]](#footnote-2) of March 2017 to Actual Outcomes**

| **Intended outcomes in PRF of 2017** | **Actual Outcomes as of September 2019 as observed by Terminal Evaluator** |
| --- | --- |
| **Project Objective:** To enable community organizations in Pakistan to take collective action for adaptive management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development in key landscapes and rural/urban communities with targets to:   1. protect 12,000 hectares *under resilient landscape management[[3]](#footnote-3);* 2. avoid 10,804.5 tons of CO2e from the increased use of renewable energy or energy efficiency technologies; 3. engage 20 more organizations, especially those led by women, to improve their technical, social and financial sustainability; 4. strengthen resilience of 10 communities, especially led by women, to experiment, innovate and learn through landscape planning and management processes; 5. prepare and disseminate case studies and publications documenting lessons learned from SGP-supported projects. | **Actual achievement of Project objective**:  *The SGP 6 Project in Pakistan has enabled more than 10 communities within 3 provinces to undertake collective action within targeted landscapes to adaptively manage their local environments for socio-ecological resilience. This was achieved with the assistance of 38 organizations to:*   * + - *protect more than 30,000 ha of the country under resilient landscape management for biodiversity, agro-ecosystems and sustainable livelihoods are protected (Para 75-76);*     - *avoid more than 13,600 tons of CO2 through deployment of energy efficient cookstoves and energy efficient lighting as well as promotion of low carbon building materials (Para 77).*   *Within these 38 organizations, 6 NGOs were led by women (covering 4 provinces) who have been given support and a voice for improving overall landscape resilience of more than 6 communities (Para 78).* |
| **Outcome 1.1:**Multi-stakeholder platforms/partnerships develop and execute participatory adaptive management plans to enhance socio-ecological landscape resilience in the Indus Delta area. | **Actual Outcome 1.1**: Multi-stakeholder platforms have been established and have been responsible for developing the Indus Delta landscape planning process that has enhanced resilience of the Indus Delta socio-ecological landscape. This has also led to the development of 5 management plans (Para 84) |
| **Outcome 1.2:** Community organizations in landscape-level networks build their adaptive management capacities by implementing community-level projects and collaborating in managing landscape resources and processes to achieve landscape resiliency and resilient livelihoods. | **Actual Outcome 1.2:** 38 community organizations have built their capacities for adaptive management by successfully implementing projects that increases: the area under management for biodiversity conservation and sustainable use, the number of species targeted for conservation, the agricultural land area under agro-ecological practices, and alternative livelihoods and innovative products that includes ecotourism, agroforestry, waste management, and sustainable fisheries (Para 89). |
| **Outcome 1.3:** Strategic projects are developed and implemented by multi-stakeholder partnerships that catalyze broader adoption of specific successful SGP-supported technologies, practices or systems and are upscaled to a to a wider area and/or groups of stakeholders | **Actual Outcome 1.3**: 3 strategic projects have been developed (3 on piloting agro-ecological systems and one for waste management systems) that have been implemented by multi-stakeholder partnerships, and catalysed interest for broader adoption by other communities (Para 90). |
| **Outcome 2.1:** Potential financial partners, policy makers and their national/ subnational advisors and institutions, as well as the private sector form multi-stakeholder partnerships to engage in designing, planning and monitoring dissemination and replication of successful energy efficient technologies, practices or systems | **Actual Outcome 2.1:** 6 multi-stakeholder partnerships have been established for the design, planning, deployment, and monitoring dissemination of energy efficient and renewable energy technologies (Para 93). |
| **Outcome 2.2:** Multi-stakeholder partnerships implement strategic projects to expand adoption of energy efficient technologies | **Actual Outcome 2.2:** 3 strategic projects have been completed facilitating upscaling of energy efficiency and renewable energy technologies (Paras 94-95). |
| **Outcome 2.3**: Multi-stakeholder partnerships, local policy makers and subnational/ national advisors organized in policy and innovation platforms discuss potential policy innovations based on analysis of project experience and lessons learned | **Actual Outcome 2.3:** Multi-stakeholder partnerships and local policy makers have not yet been organized into policy and innovation platforms due to delays in the preparation of case studies and lessons learned from the implementation and completion of SGP 6 grant projects. |

**Summary of Conclusions, Recommendations and Lessons**

The overall rating for Pakistan SGP 6 Project is *satisfactory*. SGP 6 Pakistan has supported some outstanding and positive environmental initiatives from its 38 grant projects (Para 111). This has generated considerable attention from the Government of Sindh, and several local governments within the Indus Delta. However, without *the establishment of* m*ulti-stakeholder platforms*, SGP 6 Pakistan will not be able to achieve its objective of sustain the interest built for replication and upscaling of many of its excellent grant projects (Para 113). This can be attributed to a number of factors including the knowledge products and case studies for dissemination to a policy and innovation platform not yet been delivered (at the time of writing of this Evaluation), the weak relationships between the SGP 6 CPMU and the UNDP CO and by extension to the Ministry of Climate Change (resulting in poor promotion of the excellent outcomes of SGP 6), and the difficulties in convening NSC meetings (none since September 2018) due to its location in Hyderabad, a location far removed from easy travel to and from Islamabad (Para 113).

*Action 1 (to UNDP and UNOPS): To improve the design of SGP 6, future SGP projects in Pakistan and other UCPs:*

* + - *prepare defined and budgeted activities to build strong institutional partnerships that results in institutionalized project results in the final year of a project;*
    - *capacity assessments and more flexibility to increase M&E budgets in subsequent SGP phases, if required, to more effectively collect field information on grantee capacities;*
    - *allocate sufficient funds to support CPMU for its own capacity building and logistical support for M&E;*
    - *provide sufficient PPG budgets or provide stronger oversight support for SGP project preparations*;
    - *ensure that future SGP projects, notably those with a field office located remotely from a UNDP Country Office has sufficient support from the CO that includes sufficient travel budgets, and qualified personnel to manage communications between the 2 offices (Para 114)*.

*Action 2 (CPMU): To improve implementation towards the conclusion of SGP 6, and for implementing future SGP projects in Pakistan:*

* *immediate actions are required to develop the necessary SGP 6 knowledge management products that convey the environmental and social benefits of SGP 6 activities and lessons learned;*
* *immediate actions are also required to convene an NSC meeting with the most important participants being the Ministry of Climate Change (Para 115).*

*Action 3 (to UNDP and UNOPS): SGP Country Teams (or CPMUs) should maintain and regularly update the SGP database that can generate a coherent global outlook on SGPs progress and performance. This should preferably be on the global SGP website:* [*www.sgp.undp.org*](http://www.sgp.undp.org) *(Para 116);*

*Action 4: (to UNDP and UNOPS); In instances where the efforts to convene NSC meetings involves extensive travel, establish mechanisms for virtual meetings to possibly support the SGP Country Programme not only during project selection but also implementation (Para 117);*

*Action 5 (to MoCC): Provide an opportunity to the CPMU to present their developmental results from their entire portfolio of SGP grant initiatives to the Government of Pakistan, and evaluate their national benefits and possible linkages to nationally supported programs. This can be achieved through participation of MoCC as a keynote speaker at the SGP 6 Terminal Workshop (Para 118).*

*Action 6 (the CPMU and the NSC): Provide support to the CPMU to facilitate increased dialogue and closer consultations with MoCC to catalyze their interest in the positive developmental results of and lessons learned from implementing SGP 6 Pakistan. Such actions and the dissemination of SGP 6 knowledge products could link SGP initiatives with public and privately funded programs for replication and upscaling.* *An SGP 6 Terminal Workshop could provide support for the replication and upscaling of the SGP initiative, and result in the drafting of a forward-looking plan of action for supporting community level interventions that are fully aligned with the rest of the UNDP CO programme as well as the priorities of the Government of Pakistan (Para 119).*

*Action 7 (to UNDP, UNOPS and MoCC): Future projects (including future SGP OPs) should continue their focus on project selections using a clustered and landscaped approach (Para 120).*

*Action 8 (to UNOPS, MoCC and UNDP): Identify sources of funding that could be used to compare and publish technical data related to the performance and specifications of compressed earth blocks for the purposes of increasing market share of CEBs throughout Pakistan (Para 121).*

*Action 9 (to UNDP CO, the CPMU and the NSC): For future SGP projects in Pakistan, implementers need to recognize the importance of healthy interactions and consultations with CO on the future direction of SGP activities in Pakistan, including those financed by the GEF Corporate Programme as well as via other sources (Para 122);*

*Lesson #1: Care is required in locating an SGP projects field office in a location remote from a UNDP Country Office (Para 123);*

*Lesson #2: SGP Projects should have specific communication plans especially if dissemination of knowledge products to upscale and replicate useful SGP initiatives is an important intended outcome (Para 124).*

**Evaluation Ratings[[4]](#footnote-4)**

|  |  |  |  |
| --- | --- | --- | --- |
| **1. Monitoring and Evaluation** | ***Rating*** | **2. IA & EA Execution** | ***Rating*** |
| M&E design at entry | 5 | Quality of Implementation Agency - UNDP | 4 |
| M&E Plan Implementation | 4 | Quality of Execution – Implementing Partner (UNOPS) | 4 |
| Overall quality of M&E | 4 | Overall quality of Implementation / Execution | 4 |
| **3. Assessment of Outcomes** | **Rating** | **4. Sustainability[[5]](#footnote-5)** | **Rating** |
| Relevance[[6]](#footnote-6) | 2 | Financial resources | 2 |
| Effectiveness | 4 | Socio-political | 4 |
| Efficiency | 5 | Institutional framework and governance | 3 |
| Overall Project Outcome Rating | 5 | Environmental | 4 |
|  |  | Overall likelihood of sustainability | 2 |

# abbreviations

| **Acronym** | | **Meaning** |
| --- | --- | --- |
| AHKMT | Dr. Akhter Hameed Khan Memorial Trust | |
| AJK | Azad Jammu and Kashmir | |
| APR-PIR | Annual Project Report - Project Implementation Report | |
| ASAR | Arid and Semiarid Region | |
| BASF | Behar Al Sindh Foundation (NGO) | |
| BD | Biodiversity | |
| BDA | Biological Diversity Act | |
| CBO | Community-Based Organization | |
| CC | Climate Change | |
| CCM | Climate Change Mitigation | |
| CDA | Coastal Development Association (NGO) | |
| CEB | Compressed earth blocks | |
| CO | UNDP Country Office | |
| CO2 | Carbon Dioxide | |
| COP | Conference of Parties | |
| CP | Country Programme | |
| CPAP | Country Programme Action Plan | |
| CPC | Country Programme Coordinator | |
| CPM | Country Programme Manager | |
| CPMT | SGP Central Programme Management Team in New York | |
| CPMU | Country Programme Management Unit | |
| CSR | Corporate social responsibility | |
| EDC Punjab | Environmental Development Center, Punjab (NGO) | |
| EE | Energy Efficiency | |
| EET | Energy Efficient Technology | |
| EOI | Expression of Interest | |
| EOP | End-of-Project | |
| EU | European Union | |
| EWO | Ecological Welfare Organization (NGO) | |
| FIT | Feed-in tariff | |
| FSP | Full sized Project (GEF) | |
| FY | Fiscal Year | |
| FYP | Five-Year Plan | |
| GCO | Green Circle Organization (NGO) | |
| GDP | Gross Domestic Product | |
| GEB | Global environmental benefit | |
| GEF | Global Environment Facility | |
| GoP | Government of Pakistan | |
| GHG | Greenhouse gas | |
| HF | Hamdam Foundation (NGO) | |
| IA | Implementing agency | |
| IP | Implementing partner | |
| LD | Land degradation | |
| LFA | Logical Framework Analysis | |
| LFM | Logical Framework Matrix | |
| M&E | Monitoring and evaluation | |
| MoCC | Ministry of Climate Change | |
| MOSS | Minimum Operating Security Standards | |
| MRC | Moringa Resource Center | |
| MSP | Medium-sized project (GEF) | |
| MTR | Midterm Review | |
| NC | National Coordinator | |
| NGO | Non-governmental organization | |
| NHI | National Host Institution | |
| NPC | National Project Coordinator | |
| NPD | National Project Director | |
| NSC | National Steering Committee | |
| OFP | GEF Operational Focal Point | |
| OISD | Organization for Integrated & Sustainable Dev (Islamabad) | |
| OP | Operational Programme of GEF | |
| PA | Project Associate | |
| PAC | Project Advisory Committee | |
| PDO | Participatory Development Organization (NGO) | |
| PHKN | Pakistan Hoslamand Khawateen Network (NGO) | |
| PIF | Project Identification Form for GEF | |
| PIMS | UNDP/GEF Project Information Management System | |
| PIR | Project Implementation Report | |
| POP | Persistent Organic Pollutant | |
| PMC | Project Management Cell | |
| PPL | Pakistan Petroleum Limited | |
| PRF | Project Results Framework | |
| ProDoc | UNDP Project Document | |
| PSC | Project Steering Committee | |
| RAC | Regional Advisory Committee | |
| RC | Regional Committee | |
| RET | Renewable Energy Technology | |
| SBDS | Shah Bunder Development Society (NGO) | |
| SCDO | Sindh Coastal Dev Organization (NGO) | |
| SECMC | Sindh Engro Coal Mine Company | |
| SEPA | Sindh Environmental Protection Agency | |
| SGAN | Small Grants Action Network | |
| SGP | Small Grants Programme | |
| SGP 6 | Small Grants Programme under 5th Operational Phase | |
| SMART | Specific, Measurable, Attainable, Relevant and Time-bound | |
| SOP | Standard Operating Procedure | |
| SRO | Sindh Radiant Organization (NGO) | |
| STAR | System for Transparent Allocation of Resources | |
| tCO2 | Tonne of Carbon Dioxide | |
| TAG | Technical Advisory Group | |
| TAP | Technical Advisory Panel | |
| TE | Terminal Evaluation | |
| ToC | Theory of Change | |
| ToR | Terms of Reference | |
| TRUCE | Trust for Rural Uplift Culture and Environment (NGO) | |
| UCP | Upgraded Country Programme | |
| UN | United Nations | |
| UNCCD | UN Convention to Combat Desertification | |
| UNDAF | UN Development Assistance Framework | |
| UNDP | UN Development Programme | |
| UNEP | UN Environment Programme | |
| UNOPS | UN Office for Project Services | |
| USD | US dollar | |
| WAR | Women Against Rape (NGO) | |

# introduction

1. This report summarizes the findings of the Terminal Evaluation Mission conducted during the 26 August - 3 September 2019 period for the UNDP-supported GEF-financed Project entitled: “6th Operational Phase of the GEF Small Grants Programme in Pakistan” (hereby referred to as the Pakistan SGP 6Project, SGP 6 or the Project) that received a US$2.66 million grant from the Global Environmental Facility (GEF). The objective of the Pakistan SGP 6 Project was to “to enable community organizations in Pakistan to take collective action for adaptive management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development in key landscapes and rural/urban communities”.

## Purpose of the Evaluation

1. In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) upon completion of implementation of a project to *provide a comprehensive and systematic account of the performance of the completed project by evaluating its design, process of implementation and achievements vis-à-vis GEF project objectives and any agreed changes during project implementation.* As such, the TE for the Pakistan SGP 6 Project serves to:

* promote accountability and transparency, and to assess and disclose levels of accomplishments of SGP 6 in the context of the provision of assistance to rural and marginalized communities that enable them to shift away from unsustainable land and natural resource management and practices;
* synthesize lessons that may help improve the selection, design and implementation of future GEF small grant programmes;
* provide feedback on issues that are recurrent across the small grants programme (SGP) portfolio that require attention, and on improvements regarding improving the impact of SGPs in countries and diverse as Pakistan; and
* contribute to the GEF Evaluation Office databases for aggregation, analysis and reporting on effectiveness of GEF operations in achieving global environmental benefits and on the quality of monitoring and evaluation across the GEF system.

1. This TE was prepared to:

* be undertaken independent of Project management to ensure independent quality assurance;
* apply UNDP-GEF norms and standards for evaluations;
* assess achievements of outputs and outcomes, likelihood of the sustainability of outcomes, and if the Project met the minimum M&E requirements; and
* report basic data of the evaluation and the Project, as well as provide lessons from the Project on broader applicability. This would include an outlook and guidance in charting future directions by UNDP and the Government of Pakistan, regarding continued support for the Small Grants Programme of GEF in Pakistan.

## Scope and Methodology

1. The scope of the TE for the SGP 6 Project was to evaluate all activities funded by GEF and activities from parallel-financing. The Terms of Reference (ToRs) for the TE are contained in Appendix A. Key issues addressed on this TE include:

* Design of the SGP 6 Project and its effectiveness in achieving its stated objective of “enabling community organizations in Pakistan to take collective action for adaptive management for socio-ecological resilience -through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development in key landscapes and rural/urban communities”;
* Assessment of key financial aspects of the Project including the extent of co-financing planned and realized;
* The effectiveness of the SGP 6 Project in achieving targets and intended outcomes stated in the Project Results Framework (PRF) contained within UNDP’s Pakistan SGP 6 Project Document (ProDoc);
* Strengths and weaknesses of SGP 6 Project monitoring and evaluation considering perceived mobility issues in the Indus Delta Landscape and the wide geographical coverage of other SGP 6 grants within Pakistan and the diversity of project types (from climate change mitigation to land degradation and biodiversity projects), each with different metrics to evaluate;
* Sustainability of Project outcomes and the Project exit strategy;
* Results and impacts of the implemented Project activities including views from SGP 6 Project grantees (and other relevant stakeholders) on the impacts of the SGP 6 Project activities implemented and their recommendations on how subsequent SGP programs should be scoped as an extension to the outcomes of SGP 6; and
* Recommendations, lessons learned, best practices from implementing this Project that could be used on other similar SGP 6 projects.

1. The methodology adopted for this evaluation includes:

* Review of project documentation (i.e. APR/PIRs, meeting minutes of Project Steering Committee meetings) and pertinent background information;
* Interviews with key project personnel including the current Project staff, technical advisors, and Project developers;
* Interviews with relevant stakeholders including community-level stakeholders and other government agencies and institutes. Considering the time available for the Evaluation, the field mission was also to be used to observe, interview beneficiaries and Project personnel and collect any information, if available, on gender impacts of SGP 6 activities; and
* Field visits to selected Project sites and interviews with beneficiaries.

A detailed itinerary of the TE Mission is provided in Appendix B. A full list of people interviewed and documents reviewed are given in Appendix C and Appendix D respectively. The TE Mission Team for the UNDP-GEF project was comprised of one international expert.

1. The Project was evaluated for overall results in the context of:

* *Relevance* – the extent to which the outcome is suited to local and national development priorities and organizational policies, including changes over time;
* *Effectiveness* – the extent to which an objective was achieved or how likely it is to be achieved;
* *Efficiency* – the extent to which results were delivered with the least costly resources possible; and
* *Sustainability* - The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion.

1. All possible efforts have been made to minimize the limitations of this independent terminal evaluation. A total of 9 days was spent in Pakistan by the Terminal Evaluator to collect and triangulate as much information as possible. Follow-up interviews by Skype conversations were also conducted by the Evaluator after the August-September 2019 mission. This resulted in the filling of information gaps which has provided the Evaluator with an improved knowledge base for assessing SGP 6 performance on the basis of relevance, effectiveness, efficiency and sustainability. Notwithstanding, limitations to this TE include:

* the Evaluator only being able to review 17 out of a total of 36 grantee projects implemented under SGP 6 (in the order of 50% as detailed in Para 8) to draw conclusions;
* difficulties in accessing some of the Indus Delta project sites due to distance, logistical issues (such as availability of water transport, available time and weather conditions during the monsoon season);
* difficulties in accessing other sites in Pakistan due to security concerns, logistical issues (mainly transport related in the Northern Areas), and time available in Pakistan for travel to these remote sites; and
* no discussions with the primary Government of Pakistan (GoP) stakeholder of SGP 6, the Ministry of Climate Change (MoCC) despite numerous attempts by the Evaluator to secure a meeting with them in Islamabad or a Skype conversation. With the change of the GEF OFP (a senior official from MoCC) shortly after September 2018, there is evidence of virtually no communication after September 2018 between the CPMU and the UNDP CO with MoCC on SGP 6. This is significant since the current MoCC administration are likely not aware of the progress, benefits and outcomes of SGP 6.

1. To minimize these limitations, the Evaluation mission was organized as follows:

* The first 5 days of the mission focused on Indus Delta projects including 5 mangrove rehabilitation projects (accessible only by river boat), several community-based energy-efficient cookstoves projects, and Hyderabad-based projects;
* Travel to visit 2 grantee projects around Islamabad combined with meetings with the UNDP Country Office; and
* A meeting with 9 SGP grantees at the premises of the Organization for Integrated & Sustainable Dev (OISD) in Sector G-11 in Islamabad on 2 September 2019.

Information from these site visits and meetings were then used to reconcile the outcomes of various grant projects with the PRF in the ProDoc. The Terminal Evaluator has made every effort to understand the Project and present a fair and a well-considered assessment of the Project.

## Structure of the Evaluation Report

1. This TE report is presented as follows:

* An overview of SGP 6 activities from commencement of operations in 16 March 2017 to 30 September 2019;
* An assessment of Project results based on Project objectives and outcomes through relevance, effectiveness and efficiency criteria;
* Assessment of monitoring and evaluation systems;
* Assessment of progress that affected Project outcomes and sustainability;
* Assessment of sustainability of Project outcomes; and
* Lessons learned and recommendations.

1. This Evaluation report was prepared to comply with GEF’s “Guidelines for GEF Agencies in Conducting Terminal Evaluations, Evaluation Document No. 3” of 2008:

<http://www.thegef.org/gef/sites/thegef.org/files/documents/Policies-TEguidelines7-31.pdf>

1. The Evaluation also meets conditions set by:

* the UNDP Document entitled “UNDP GEF – Terminal Evaluation Guideline”:

<http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>;

* the UNDP Document entitled “Handbook on Planning, Monitoring and Evaluating for Development Results”, 2009:

<http://www.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>; and

* the “Addendum June 2011 Evaluation”:

<http://www.undp.org/evaluation/documents/HandBook/addendum/Evaluation-Addendum-June-2011.pdf>

# Project description and development context

1. The Small Grant Program (SGP) of UNDP was established in the 1992 as an outcome of the Rio Earth Summit, encompassing the very essence of sustainable development by "thinking globally, acting locally". By providing financial and technical support to projects that conserve and restore the environment while enhancing people's well-being and livelihoods, SGP was designed to demonstrate community-based actions as a primary measure for balancing human needs and environmental imperatives. The SGP has been operating in Pakistan since 1993 during its first operational phase (OP-1). This TE covers the SGP 6 Project operating under OP-6 in Pakistan from 16 March 2017, under a Full-Size Project (FSP) modality, with scheduled operational closure on 16 March 2020. The SGP 6 Project was implemented by UNDP and executed by UNOPS through a Country Programme Management Unit (CPMU) setup in Hyderabad.
2. With past operational phases of SGP in Pakistan, SGP grants have been made directly to community-based organizations (CBOs) and non-governmental organizations (NGOs) in recognition of their key roles in environmental and development concerns. In line with SGP Operational Guidelines, the maximum SGP grant amount per project was US$50,000, averaging US$32,500 and complementing the large and medium-sized GEF project funding by providing a window for the direct participation of NGOs, local communities, and other grassroots organizations. These grants have also led to further funding for scaling up and coverage for a large number of communities within a critical landscape or seascape. Although GEF SGP funding is modest, poor and vulnerable communities are enabled to take measured risks to develop capacity to sustainably manage local resource (while simultaneously generating local community benefits and global environmental benefits) and empowering and expanding the capacity of local organizations to catalyse community actions that deliver local and global benefits. Once a community has proven the effectiveness of an innovative idea or strategy on the ground, they can often scale up its impact through networking with other communities and partner organizations. These, in turn, would attract additional donors and government support for wider application through co-financing.
3. The history of SGP projects in Pakistan started in 1993 with over 311 grants provided to date. Over this period of time, SGP Pakistan has evolved with changing national priorities and improving the effectiveness of grant projects:
   * + - early phases of SGP in Pakistan were mainly focused on building and strengthening long-term partnerships with key stakeholders who could support community-based initiatives with the potential for transforming into national initiatives. This entailed a pan-Pakistan approach involving 5 distinct landscapes;
       - subsequent phases of SGP in Pakistan evolved towards promoting synergies amongst stakeholders in concert with innovative solutions while incorporating past lessons learned on grant projects, all with the potential for scaling up nationally. These grants would also have better alignment with GEF focal areas and national priorities;
       - a steady increase in the deployment of energy efficiency technologies and products since SGP 4, focusing on a strategy towards energy efficient housing and cooking technologies as a means to mitigate land degradation, conserve biodiversity and promote sustainable use of land resources;
       - by 2006, the Pakistan SGP shifted its focus to the Indus River Delta, a landscape in need of resources for the recovery of mangrove forests and rehabilitation of wetlands all of which would serve to rehabilitate local fishery stocks and biodiversity conservation;
       - by 2010, Pakistan was upgraded to a full-sized Project modality (FSP) that facilitated SGP’s evolution towards an adaptive management approach for a better response to emerging opportunities and changing development priorities;
       - between 2009 and 2010, SGP Pakistan’s implementation approach had attracted global attention and international awards such as the Ashden Award and awards from Global South-South Expo amongst other accolades;
       - more recent phases of SGP in Pakistan have resulted in strengthened collaboration with NGOs and government programs that served to increase the effectiveness of community initiatives for specific projects. For example, SGP was involved with the recovery efforts of the 2010 and 2011 floods in Pakistan, demonstrating its capacity to adaptively respond to national level activities;
       - SGP 5 had a focus on climate change mitigation by supporting initiatives in energy efficient cook stoves, reducing firewood consumption, energy efficient housing and energy efficient brick manufacturing processes, all of which complemented the Indus Delta landscape focus on ecosystem restoration. The evaluation of SGP 5 noted that many of the local organizations involved SGP grants were continuing grant activities well after the conclusion of SGP 5;
       - SGP 6 was designed to provide 40% focus on the Indus Delta with the remaining 40% of SGP grants to be distributed throughout Pakistan, and another 20% focused on piloting innovative solutions.
4. The Indus Delta comprises more than 600,000 ha of mud flats and mangrove forests containing a wealth of biodiversity and natural resources. Much of this landscape, however, has experienced degradation due to high levels of poverty, low levels of education and health care and shrinking community livelihood sources. Notwithstanding that the landscape has a richness of unique natural resources, the region remains relatively underdeveloped with widespread poverty contributing to the exacerbation of environmental degradation. Many of the region’s inhabitants are indigenous communities who are vulnerable to natural disasters (cyclones and intense rainstorms) and climate change (erratic water regimes coupled with extreme temperature events adversely affecting agricultural production and sustainability of natural ecosystems).
5. Since 2010, this region has experienced flooding and droughts, increasing social tensions over a decreasing pool of natural resources. Some of the flooding has been a result of cyclones bringing saline water into the region that has affected the quality of agricultural produce and adversely impacting the local fisheries stocks. Socioeconomic indicators of the Indus Delta reflect a high level of poverty amongst some communities along the coastal belt of Karachi, Thatta and Badin comprising of farmers, fishermen and livestock keepers. Most of the households within these rural areas are landless or sharecroppers, who are generally unable to manage risks to their agricultural or livestock production, and who are unable to diversify their production.
6. The Ministry of Climate Change of the Pakistan government promulgated the Pakistan Climate Change Act just after COP 22. In an effort to reduce the country’s emissions by 20%, Pakistan needs investments to reduce its carbon emissions that are currently estimated 400 million tonnes CO2 and expected to quadruple by 2030 to 1.6 billion tonnes CO2 by 2030. The SGP 5 National Steering Committee (NSC) identified the opportunity to improve energy efficiency in the housing sector at the community level, achievable through the production of innovative and less energy intensive and energy efficient building materials.
7. SGP 6 in Pakistan attempts to address a number of these aforementioned issues of environmental degradation and decreasing food security through community-based collective actions for adaptive management of resources and ecosystem processes. By continuing to overcome many of the organizational weaknesses between these communities in rural as well as urban landscapes, SGP 6 in Pakistan endeavors to implement strategic activities in a collective manner to build social and ecological resilience of these communities.

## Project Start and Duration

1. The PIF for SGP 6 was approved by GEF Council on 19 April 2016, with GoP signing the ProDoc on 16 March 2017, marking the official start date of the Pakistan SGP 6 Project. The Project duration for the SGP 6 Project originally was planned for 3 years ending in 16 March 2020. No extension is being considered for SGP 6 at this time.

## Problems that the Pakistan SGP 6 Project Sought to Address

1. The main problem to be addressed by SGP 6 is the organizational weaknesses of communities (in targeted urban and rural landscapes) in Pakistan that hinders them to take the necessary strategic and collective action for adaptive management of resources and ecosystems in building social and ecological resilience of their communities that are impacted by numerous environmental issues. Through adaptive management of resources and ecosystems, a movement towards sustainable development of these communities and the generation of global environmental benefits can be realized.
2. The SGP 6 Project was designed to assist communities in overcoming the challenges of saltwater intrusion, lack of safe drinking water, the rise of seawater levels and the lack of economic opportunities in the Indus Delta. These challenges are exacerbated by climate change accompanied by increased frequency of severe climate events; this is likely to result in the region suffering more losses in livelihoods, and deteriorating health, population, biodiversity and land qualities. These losses are symptoms of severe land degradation, desertification and erosion in Pakistan that threaten food security for hundreds of thousands of people and adds stresses on the already vulnerable natural resources and fragile social structures. These challenges were determined to be best addressed through a landscape approach that would promote resilience.
3. The Project has also sought to broaden its focus beyond the Indus Delta based on decisions with the SGP 6 National Steering Committee (NSC), the Government of Pakistan (GoP) and the UNDP Country Office. These decisions resulted in limiting the allocation of SGP 6 budget to the Indus Delta landscape resilience strategy to 40% with another 40% allocated to activities in the other areas of Pakistan including the Northern areas where there are several biodiversity hotspots and indigenous communities under threat, and the remaining 20% allocated to piloting and upscaling innovations at a national level. This 20% will include innovative technologies deployed nationally to reduce emissions and stresses on natural resources. Many of these innovations were to be developed in collaboration with Mehran University of Engineering and Technology, Jamshoro and CBOs.
4. Common barriers to addressing the organizational weaknesses of communities (in urban and rural landscapes) in Pakistan included:

* ***Barrier 1****: Lack of economic opportunities, and high levels of poverty.* This is more pronounced in the Indus Delta, regarded as the poorest region of Pakistan where there are few opportunities for residents creating a vicious cycle whereby the general population unsustainably uses more resources for less gain, and depleting natural resources that further exacerbates poverty;
* ***Barrier 2:*** *Community organizations in rural landscapes, as well as community organizations in urban areas, do not have the capacity to adaptively manage ecosystems and resource utilization towards sustainability and resiliency management.* This includes their lack of a larger, more long-term vision and strategy for their landscapes, and weak management capacities to adopt innovative technologies or approaches, test alternatives, monitor and evaluate results, and adjust practices and techniques to meet challenges and lessons learned*.* This lack of capacity exacerbates and accelerates land and resource degradation, the loss of biodiversity, and increases the vulnerability of these communities to extreme climate change events;
* ***Barrier 3:*** *Community organizations have insufficient organizational capacities to efficiently and effectively disseminate and facilitate replication by other smallholder communities throughout the landscape.* Overcoming this barrier would create a critical mass of practitioners that will improve the standards of utilization of these landscape towards the sustainable use of biodiversity and adoption of sustainable technologies and practices;
* ***Barrier 4:*** *Community organizations lack coordination with other community organizations to pursue collective action for global environmental and landscape management outcomes on a landscape scale.* The Pakistan SGP 6 ProDoc mentions the successful networking efforts of partners from the pilot phase through SGP 5 in a Small Grants Action Network (SGAN), a network with its own elected body and mandate[[7]](#footnote-7). SGAN emerged as an effective platform but was assessed as needing further capacity building and support;
* ***Barrier 5:*** *Knowledge from project experience with innovation and experimentation is not systematically analyzed, recorded or disseminated to policy makers or other communities, organizations and programmes.* Synthesis of information and knowledge originating from successful innovations and project experience is not systematically organized and prepared in a manner that can be disseminated to policy makers or opinion leaders as practice-based evidence for policy development related to sustainable natural resource management;
* ***Barrier 6:*** *Community organizations lack sufficient financial resources to lower the risks associated with innovating land and resource management practices and sustaining or scaling up successful experiences.* Community organizations rarely have sufficient financial capital to take risks with innovations of untested or new technologies, methods or practices. Grants to community organizations are viewed as essential to provide seed finance to pilot innovations through training and capacity building (learning by doing), as well as necessary equipment and materials. This would provide the foundation a climate creditworthiness for developing entrepreneurship and small businesses;
* ***Barrier 7****: Community-level constraints[[8]](#footnote-8) prevent Pakistani communities from the full knowledge of significant energy and emissions savings from using climate friendly technologies, resulting in inefficient use of energy and unnecessary GHG emissions in the land use and construction sectors.* This is exacerbated by the growing burden of energy and fuelwood prices that motivates communities to seek energy efficient systems and technologies. Previous SGP OPs have successfully supported the introduction and scaled-up use of energy efficient products for cooking, housing and lighting in certain areas of the country with a renewed focus in SGP 6 in the Indus Delta landscape;
* ***Barrier 8:*** *Perception of a lack of ownership of the development process.* Many are sceptical of projects that are perceived as benefitting the more established, corporate NGOs in larger cities, or a select few. National initiatives are often seen as being in line with political interests of the day. The SGP 6 Project has been designed to provide direct benefits to the beneficiary communities, giving their inhabitants a sense of ownership over decisions, direction and shaping of their programmes, resulting in a greater sense of social cohesion and collaboration.

Implementation of the 3-year SGP 6 Project was designed to address and lower these barriers by the EOP.

## Objective of the Pakistan SGP 6 Project

1. The Project objective as taken from the ProDoc and its PRF from 2017 was to “enable community organizations in Pakistan to take collective action for adaptive management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development in key landscapes and rural/urban communities”. The Pakistan SGP 6 PRF from 2017 is contained in Appendix E.

## Baseline Indicators Established

1. Baseline indicators for the 2017 PRF can be found on pages 7 to 13 in the Inception Workshop Report for the Pakistan SGP 6 Project as well as Appendix E of this Evaluation. The design of the SGP 6 and its PRF indicators are further discussed in Section 3.1.1. The main objective baseline indicators of the PRF of the SGP 6 Project includes:

* the number of hectares of land under resilient landscape management whose biodiversity, agro- ecosystems, and sustainable livelihoods are protected (baseline value of 2,000 ha);
* increased use of renewable energy or energy efficiency technologies at community level (baseline value of 0);
* increased number of organizations improving the technical, social and financial sustainability of their organizations (baseline value of 10 organizations);
* number of communities whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the landscape (baseline value of 5 communities); and
* number of case studies and publications documenting lessons learned from SGP-supported projects (baseline value of 4 case studies).

## Main Stakeholders

1. The primary stakeholders of the Pakistan SGP 6 are the community-based organizations and local communities who received grants from SGP to benefit their communities in the context of local sustainable development, global environmental benefits and the social and ecological resilience of their communities and landscapes. Moreover, NGOs with the capacity and interest were tasked to support CBOs and communities to achieve these benefits. In addition, all levels of governments (local, provincial and national) were to have representation on the NSC to be chaired by the GEF Operational Focal Point or another high-level representative of the MoCC. Local and provincial governments would also be SGP 6 participants in the preparation work for the grants, notably in the baseline assessments and landscape planning processes. The private sector and academic institutions are also considered primary stakeholders. An analysis of the stakeholders on the SGP 6 Project is provided in Section 3.2.2 (Paras 54 to 56).

## Expected Results

1. To achieve the specific objective of “enabling community organizations in Pakistan to take collective action for adaptive management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development in key landscapes and rural/urban communities”, the SGP 6 Project was designed for the removal of barriers (listed in Para 23) with the following expected **Project outcomes**:

* *Outcome 1.1*: Multi-stakeholder platforms/partnerships develop and execute participatory adaptive management plans to enhance socio-ecological landscape resilience in the Indus Delta area;
* *Outcome 1.2*: Community organizations in landscape-level networks build their adaptive management capacities by implementing community-level projects and collaborating in managing landscape resources and processes to achieve landscape resiliency and resilient livelihoods;
* *Outcome 1.3*: Strategic projects are developed and implemented by multi-stakeholder partnerships that catalyze broader adoption of specific successful SGP-supported technologies, practices or systems and are upscaled to a wider area or groups of stakeholders;
* *Outcome 2.1*: Potential financial partners, policy makers and their national/subnational advisors and institutions, as well as the private sector form multi-stakeholder partnerships to engage in designing, planning and monitoring dissemination and replication of successful energy efficient technologies, practices or systems;
* *Outcome 2.2*: Multi-stakeholder partnerships implement strategic projects to expand adoption of energy efficient technologies;
* *Outcome 2.3*: Multi-stakeholder partnerships, local policy makers and subnational/national advisors organized in policy and innovation platforms discuss potential policy innovations based on analysis of project experience and lessons learned.

# Findings

## Project Design and Formulation

1. Project preparation and design of the SGP 6 Project was conducted between March 2016 and February 2017. Similar to the Pakistan SGP 5 which operated as an “upgraded country programme” (UCP)[[9]](#footnote-9), SGP 6 was designed to operate as a UCP where SGP in Pakistan assumed more responsibilities for implementation. The UCP for Pakistan in SGP 6 had the following attributes:

* The Ministry of Climate Change (MoCC), responsible for allocation of Pakistan’s System for Transparent Allocation of Resources (STAR), was to make the decision on funding levels of a UCP SGP. This was a change from SGP 4 in Pakistan where annual budgets were supported from GEF Core Resources and set from an Operational Phase (OP) allocation as determined by the SGP Central Programme Management Team (CPMT) located at UNDP Headquarters in New York;
* SGP 6 is a “full-sized project” required to represent a strategic intervention to remove existing barriers which prevent global benefits from being secured in GEF thematic areas it chooses to focus on, and to demonstrate impact in terms of global environmental benefits (GEBs);
* UCP-supported projects were to demonstrate local community benefits placing more emphasis on replication SGP-supported interventions. This is a shift from earlier SGP OPs in Pakistan that had a greater proportion of pilot and demonstration projects[[10]](#footnote-10) as well as projects aimed at only achieving local benefits (without any particular focus on achieving GEBs).

1. The SGP 6 Pakistan Project was prepared in 2015-2016 by 2 consultants (one international and one national) with assistance from the current SGP 6 administrative staff who had been with SGP since OP 4 and under the overall supervision of the UCP Global Coordinator. The PPG phase included a PPG workshop that was not only landscape specific for the Indus Delta but also included discussions of other landscapes throughout Pakistan. Stakeholder identification for SGP 6 was aided by the presence of many SGP 5 stakeholders who made contributions to past SGP OPs and recalled their corporate SGP memories (consisting of experience and knowledge gained on the effectiveness of past grant interventions and community capacities) to achieve a trajectory of strengthened strategic focus.
2. The main thrust of the SGP 6 design for Pakistan is the actual continuation of the SGP 5 design that shifted the focus of SGP in Pakistan towards the Indus Delta region as well as an increased focus on measures to encourage low carbon technologies and measures that promote conservation and enhancement of carbon stocks. There are also specific outcomes (Outcomes 2.1 and 2.3) where multi-stakeholder partnerships are desired for the purposes of disseminating and institutionalizing positive SGP 6 results, mainly with local government policymakers. Inclusion of these specific outcomes and associated activities would serve to inform policies of local and provincial government entities, a design feature to provide stronger linkages of SGP 6 with government funding and encourage replication.

### Analysis of Project Planning Matrix

1. Well prepared PRFs are regarded as important tools for the many SGP Country Programme Management Units (CPMUs) for preparing work plans to achieve intended objectives and outcomes of a project, as well as to effectively monitor and manage project activities. The 2017 PRF for SGP 6 in the CEO Endorsement Document is presented with a structure consistent with good practice in preparing PRFs. Moreover, this PRF was updated at the Inception Workshop of 22nd May 2017 (as highlighted in red in Appendix E) with a modest number of outcome indicators which can be monitored by the SGP 6 CPMU. Some of these changes included:

* the addition of gender sensitive indicators, notably those describing multi-stakeholder governance platforms or CBO projects;
* a revision to the resilient landscape management area target from 30,000 ha to 12,000 ha. This target was revised downwards from 30,000 ha but was not cleared as a target by the UCP Global Coordinator. Fortunately, the Project has actually achieved 30,000 ha at the end of project, a satisfactory outcome;
* a revision on the number of community-based and gender mainstreamed projects implemented by CBO’s and NGOs a target of 35 down to 25 to 32 projects. This was based on anticipated larger average grant amount for each project which would have resulted in less projects.

1. Overall, the quality of the PRF for the SGP 6 Project can be rated as **satisfactory** for reasons as outlined in Para 31.

### Risks and Assumptions

1. Critical “assumptions and risks” were provided in the SGP 6 PRF and in Annex 2 of the ProDoc. The PRF risks and assumptions appear valid to the achievement of the intended outcomes of SGP 6 including:

* the risk that “communities focus on immediate needs and projects without broader linkages to landscape resilience”. SGP 6 appears to have several examples of communities understanding the broader context of their grant projects as a means to improve landscape resilience according to the landscape strategy. An excellent example of this would be the 5 mangrove rehabilitation projects in the Indus Delta where the communities share a common but comprehensive understanding of the benefits of mangrove rehabilitation to the local fisheries as well as protection of their landscapes from natural disasters as further discussed in Paras 56, 75, 79 and Table 3;
* the assumption that “a sufficient number of communities working within the landscape with strategic projects promote a landscape approach leading to a tipping point in building landscape resilience”. The Project has in many cases been able to convince several communities through local implementers of the value of mangrove or lake rehabilitation projects (in the Indus Delta Landscape) to the extent that local government entities are seeking funds for the replication of some of these projects. This is further discussed in Paras 56, 75, 79 and Table 3;
* the assumption that “communities will accept experimenting with unfamiliar renewable energy technologies”*.* SGP 6 NGOs made specific efforts to familiarize several communities, as observed by the Evaluator, on energy efficient cook stoves. Based on the benefits of these stoves which reduced women’s burden on collecting fuel wood by more than 40%, the success rate of energy efficient technology adoption has been very high as further discussed in Para 109 and Table 3; and
* the risk that “funding is unavailable to replicate and disseminate energy efficient technologies”. In relation to the previous assumption where there was a high success rate of adoption of new technologies, many of the NGOs disseminating energy efficient cook stoves are noting their popularity and identifying a need for further funding to replicate and disseminate these technologies to other communities. To date, funding does not seem to be available as further discussed in Table 10.

### Lessons from Other Relevant Projects Incorporated into SGP 6 Project Design

1. Section 1.3 of the SGP 6 ProDoc mentions the Project design to be heavily dependent on the lessons learned from SGP 5. SGP 5 successfully introduced a number of innovative practices and systems to bolster landscape resilience, including:

* best practices and examples of adaptive management from SGP 5 experience;
* continuation of innovative technology such as fuel-efficient cook stoves, energy efficient brick kilns and energy efficient housing. This would include SGP 6 taking on new ideas and risks to apply new and cost-effective technologies and measures that have scale-up potential;
* selecting grant projects that fill in gaps and sustain interest until a larger FSP or MSP project can be developed and implemented;
* continuing the strengthening of existing but strong partnerships based within the Indus Delta with CBOs with strong and active interests in implementing various initiatives. By working at this level and building the capacities of these organizations, SGP 6 can enhance the sustainability of these grants with these organizations becoming independent well after the completion of SGP;
* past SGP OPs have a track record of successful testing and piloting technologies. With local and provincial governments unable to achieve such successes due to institutional weaknesses and financial constraints, SGP can serve as a mechanism to inform local, provincial and national government organizations on best practices for rolling out new technologies and other environmentally friendly practices;
* an emphasis on the inclusion of women, youth and indigenous communities to ensure social inclusion and mitigate against inadvertent marginalization. The portfolio of SGP 6 grant projects in the Indus Delta landscape and the rest of Pakistan is well positioned to include indigenous communities (Jat tribes), female led CSOs and women’s groups, and youth groups in northern Pakistan;
* training must be provided for piloted innovations that includes the maintenance and usage of these technologies to maximize their service life well beyond the duration of the project. With SGP 6 devoting 20% towards innovative grants, training of local technicians and entrepreneurs in strategic locations throughout Pakistan can be provided for the manufacture and marketing of newly innovated metallic portable energy efficient cookstoves as a business proposition, after their successful testing with other communities during SGP 5;
* the experience and lessons learned from the COMDEKS Programme, which piloted the community-based landscape approach in 20 countries[[11]](#footnote-11). This experience will assist CBOs in carrying out and coordinating projects in pursuit of outcomes they will identify in landscape plans and strategies. By coordinating community projects in the landscape, there will be a higher likelihood of the ecological, economic and social synergies to produce greater and potentially longer-lasting GEBs, increased social capital and local sustainable development benefits. Multi-stakeholder groups will also gain from these experiences and generate lessons learned and best practices from prior initiatives, and setting up an environment for scaling up efforts during implementation of SGP 6.

### Planned Stakeholder Participation

1. The primary stakeholder engagement modality for SGP 6 was planned to be through CBOs and local communities who would be beneficiaries of SGP grants to local sustainable development, and global environmental, social and ecological resilience of their communities and landscapes. An emphasis in the SGP 6 design was to maximize inclusiveness of these communities by including women, indigenous minorities, and youth to be participants on these grant projects. With SGP’s work over previous operational phases being with marginalized and poor communities, SGP 6 was intended to carry on this work using the network of CBOs in communities already established under SGP 5.
2. The SGP 6 PIF also identifies other stakeholder groups that includes:

* the SGP National Steering Committee (NSC) which provides a forum for government, larger NGOs, UNDP national experts to be involved in the selection and approval of SGP grants, and to steer the overall implementation strategy of SGP in Pakistan. Representation of the Government of Pakistan was intended to be the GEF Operational Focal Point usually with the Ministry of Climate Change or Environment. This includes the CPMU working with the gender focal point on the NSC to identify potential project ideas for initial discussions with women’s groups;
* local and provincial governments including districts and union councils, all of whom were identified as participants in baseline assessments and landscape planning processes;
* private sector and academic institutions both of whom would provide technical assistance to CSOs and local communities to conduct activities that strengthen pilot technologies and measures, and who become participants on policy platforms related to these technologies and measures.

### Replication Approach

1. The objective of SGP 6 as well as other SGP operational phases in Pakistan has been to develop, implement and replicate community level strategies and technologies. A key SGP approach is the selection and management of grant projects that have high potential for replication. The ProDoc and CEO Endorsement Document both outline a number of practices and mechanisms to ensure the replicability of key project results and successes including:

* an increased focus on promoting synergies among stakeholders, maintaining innovation that guides grant selection, consolidating past experiences, and enhancing policy advocacy geared toward broader-scale replication of energy efficient technologies and products that generate local and national level benefits. This especially applies to past successful SGP work in energy efficient housing and cooking technologies as well as biodiversity conservation and community protected conservation areas, reintroduction of medicinal plant species, and land rehabilitation;
* facilitating potential financial partners and national and sub-national public partners to pilot, test, and support the design and dissemination of SGP-supported energy efficient technologies. This will not only increase the profile of some SGP innovations, but promote collaborative approaches to upscaling these initiatives;
* strategic projects will be developed under Outcome 1.3 and implemented by multi-stakeholder partnerships to catalyze broader adoption of specific successful SGP-supported technologies, practices or systems and are upscaled to a wider area and/or groups of stakeholders. The main focus under Outcome 1.3 is to promote the research, development, replication and dissemination of successful innovations, systems and technologies emerging from the SGP Programme. While the focus will be the Indus Delta, the dissemination and replication of successes will be nationwide and target a large number of potential community actors with the Indus Delta serving as a pilot and demonstration site.

### UNDP Comparative Advantage

1. Since 1992, UNDP has been implementing the Small Grants Programme globally on behalf of GEF. During this period of time, UNDP has amassed considerable knowledge in implementing SGPs globally in over 125 countries with disbursements of 18,000 grants (as of 2015)[[12]](#footnote-12). In addition, at the commencement of SGP 6, an estimated 273 grant projects were implemented under previous SGP phases in Pakistan. As such, UNDP has a distinct advantage of implementing SGPs in comparison to other donor agencies in terms of its focus on policy-based and cross-sectoral approaches as well as creating local capacities through effective collaboration with a wide range of local stakeholders, encompassing public and private sectors in addition to technical experts, civil society and grassroots level organizations. This includes the presence of SGP in Pakistan since 1993. These core skills are strongly applicable to implementing the SGP 6 Project.

### Linkages between SGP 6 Project and Other Interventions within the Sector

1. The SGP 6 ProDoc mentions several linkages with the Sindh Provincial Government and its recently announced decision to create a “Climate Change, Environment and Coastal Department,” to govern functions relating to environment and climate change including:

* two subordinate offices of the Environment and Alternative Energy Department: the Sindh Environmental Protection Agency (SEPA) and the Directorate of Alternate Energy to work on the protection, rehabilitation, preservation and improvement of environmental quality and the promotion of alternative energy resources;
* provincial government programs and initiatives[[13]](#footnote-13);
* corporate CSR initiatives;
* development agencies;
* large community organizations[[14]](#footnote-14);
* other relevant GEF projects (both medium and full-sized projects)[[15]](#footnote-15).

### Management Arrangements

1. The ProDoc in Section 1.6 for SGP 6 in Pakistan provides explicit narratives on management arrangements. These arrangements follow the standardized arrangements for institutional and management arrangements of all UCPs within the SGP programme. The SGP Operational Guidelines[[16]](#footnote-16) clearly state that the SGP Upgrading Country Programmes (UCPs), given their financing modality as GEF Full-Size Projects, are managed by a UNDP-GEF UCP Global Coordinator, who provides technical assistance, strategic advice, and resource mobilization support and promotes substantive and strategic alignment and coordination of the UCPs with the Global SGP Programme. Additionally, SGP CPMT will monitor SGP Country Programmes for compliance with the Operational Guidelines of the SGP as a GEF Corporate Programme.).
2. The implementation of SGP 6 was designed as a decentralized and country-driven project as a means to maximize country and community level ownership and initiative. As such, UNDP roles as defined on the Operational Guidelines was to:

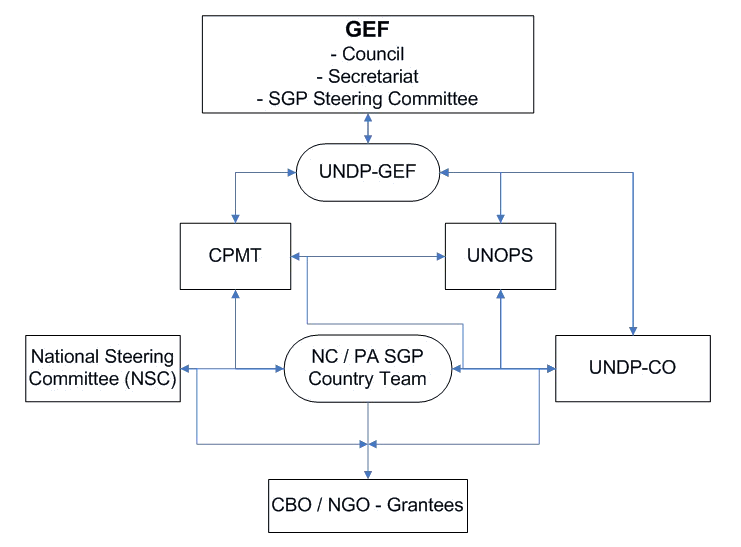
* provide fiduciary oversight of all GEF supported SGP activities from UNDP GEF unit at UNDP headquarters in New York;
* UCPs are managed by a UNDP-GEF UCP Global Coordinator who provides technical assistance, and strategic advice, resource mobilization support, and promotion of SGP activities to align and coordinate with other UCP’s in the Global SGP Program;
* provide financial and administrative support through the Country Office to the SGP’s National Coordinator or NC (who heads the CPMU[[17]](#footnote-17)) and NSC, and in compliance with the standard UNDP SBAA agreement;
* provide management support through the Country Office where the Resident Representative or Resident Coordinator has oversight of this support, designating a senior staff person (in this case the head of the Sustainable Development Cluster) and participating in the NSC (or possibly through a person delegated for this position);
* contribute to monitoring program activities through broad oversight by the designated focal point as part of the NSC responsibilities, and facilitating interaction with the host government, and other linkages developed in country for accessing financial and technical resources;
* provide operational support such as signing grant projects on behalf of UNOPS, appointment letters for NSC members, a local grant disbursements, recruitments and audits;
* play a fundamental role in launching new SGP Country Programmes in terms of endorsement of government application to be a participating SGP country as well as the proper closing of an SGP Country Programme.

1. The execution role of UNOPS on SGP 6 was to:

* provide program execution services that includes administrative, financial, legal, operational, procurement and project management for the Pakistan SGP 6 that is described in detail in the UNOPS SGP SOPs;
* provide a range of technical advice, operational, management, and administrative support to SGP 6 in Pakistan;
* management of the SGP 6 budget in direct contact with the NC and in collaboration with the UNDP Pakistan.

The management arrangements for SGP 6 are illustrated in Figure 1.

**Figure 1: Current Management Arrangements for the UNDP-GEF Project “Pakistan: SGP 6” (SGP 6) Project**



CPMU for SGP 6

1. For the Pakistan SGP 6, these GEF SGP Operational Guidelines are applicable for the SGP CPMU personnel roles and responsibilities (that includes the NC role), the procedures of the NSC, the Country Programme Strategy (required prior to implementing the Pakistan SGP 6), the SGP operating budget, and the implementation and administration of SGP grants (that would include planning grants, submission of project proposals, and fund disbursement).
2. These Operational Guidelines also provide guidance to SGP 6 Pakistan on the preparation of the SGP 6 Operating Budget. An Operating Budget is prepared by the NC, reviewed and approved by the CPMT and UNOPS, to be responsive to specific country circumstances and needs. Additionally, once the ProDoc is sent to the CO for signature, there is a delegation of authority to the UNDP CO which spells out guidance on budget revisions. CPMT (Global SGP) does not have a role in this for UCPs. The budget for operations of Upgraded Country Programmes is approved as part of the Project Document and is subject to revision on an annual basis along with approval of Annual Work Plans and requests for annual Authorized Spending Limits.
3. Other important aspects of the SGP 6 Operational Guidelines is provided:

* In Para 60 in these Guidelines that obligates the “NC to keep the UNDP CO informed of progress and SGP 6 implementation, usually through the RR, an SGP focal point in the UNDP CO. In particular, the NC and Program Assistant are expected to maintain a close working relationship with the CEO regarding the SGP 6 operating budget and grant disbursements which serves to keep UNDP abreast of SGP developments;
* The NC should also endeavor to share relevant SGP reports with the GEF OFP as well as global environmental convention focal points”;
* In Para 13, the NC is responsible for SGP programme implementation in conjunction with the NSC. By extension, the NSC is responsible for the review, selection and approval of projects, and for ensuring their technical and substantive quality as regards the strategic objectives of the SGP (Para 16).

## Project Implementation

1. The following is a compilation of key events and issues of SGP 6 implementation in chronological order:

* CEO endorsement of SGP 6 was on 14 February 2017;
* The SGP 6 ProDoc was signed by MoCC and UNDP Pakistan on 16 March 2017;
* The Inception workshop was conducted 2 months later on 22 May 2017;
* An Indus Delta landscape strategy was undertaken between July and September 2017;
* The grant process selection was undertaken between October and November 2017, commencing with a public advertisement to NGOs on 3 October 2017, review of grant applications in close consultation with the NSC in both Karachi and Islamabad along with active engagement of the UNDP CO and the OFP, and the approval of 38 grant projects on 27 November 2017;
* In January 2018, an offer was made by a private corporation, the Pakistan Petroleum Limited (PPL), for cost sharing with SGP 6 on mangrove rehabilitation in the Indus Delta. PPL was unable to quickly channel its funds to SGP given administrative steps required by UNDP regulations when accepting private funds, and by the reluctance of the SGP Country Program to agree to the establishment of a separate steering committee who would decide on investment options but in continuity of SGP focus areas and priorities. Given prolonged discussions without a successful conclusion, and the consequent delays in accepting the funds, PPL withdrew their offer in May 2018;
* A UCP Global Workshop which took place in April 2018 in Ecuador with the participation of UCP NCs. The UNDP CO focal point did not attend this Workshop due to limited funding;
* A landscape strategy and all grant commitments were completed by November 2018. An invitation was extended to the UNDP CO to inaugurate a number of the SGP 6 grant projects during the October 2018-January 2019 period[[18]](#footnote-18). Only one of inaugurations went ahead with the presence of the UNDP CO on 9 October 2018;
* The last NSC meeting for SGP 6 was conducted in September 2018, after the development of the 2018 PIR. One of the agreed items was to seek a letter of intent from the OFP for the Phase 7 allocation with the UNDP CO following up with “UNDP regional offices by the end of November 2018 …..to confirm the allocation”;
* Planning for the development of an SGP 7 PIF and securing the support of the OFP was initiated in early November 2018 with clear guidance from the UCP Global Coordinator to the CPMU and UNDP CO. Unfortunately, there was no follow-up for an OFP letter of intent between October and December 2018 and no PIF for SGP 7 was prepared by the CPMU in response to the MoCC’s January 2019 call for proposals for GEF 7 funding (as per information from MoCC letter to UNDP on 23 January 2020 on GEF-UNDP-SGP funding). As a result, a decision was made not to pursue an SGP 7 proposal . The CPMU and SGP CPMT were not informed of this decision until 31 January 2019;
* Under the recommendation of the NSC and based on inputs from the NC, the UNDP CO and the UCP Global Coordinator (as reflected in the 2018 PIR) made a decision not to conduct a Midterm Review (MTR) which would have been scheduled around September 2018 for reasons discussed in Para 52. The Pakistan SGP 6 Terminal Evaluation was to be conducted at least 3 months prior to operational closure, which is expected by March 2020;
* Cumulative grant disbursements commenced in October 2017 with the majority of the US$2 million of grant funds being completed by November 2018. As of 30 September 2019, there were no grant funds remaining to be disbursed to 17 March 2020. Project financing is discussed in further details in Section 3.2.4.

### Adaptive Management

1. Adaptive management is discussed in GEF terminal evaluations to gauge Project performance and the ability of a project to adapt to changing regulatory and environmental conditions, common occurrences that afflict the majority of GEF projects. Without adaptive management, GEF investments would not be effective in achieving their intended outcomes, outputs and targets.
2. Prior to a discussion on adaptive management and SGP 6, a brief narrative is provided here on the actual management arrangements of SGP 6:

* UNOPS managed all SGP finances since August 2016, the commencement of the PPG phase for SGP 6. Prior to August 2016, UNDP managed these finances;
* The SGP office in Hyderabad as well as the security of the office[[19]](#footnote-19) is the responsibility of UNOPS;
* UNOPS is responsible for most of the fiscal expenditures under SGP 6 including the salaries of the SGP team in Hyderabad;
* email addresses of the SGP 6 staff in Hyderabad are UNOPS addresses. These were recently changed from UNDP addresses in January 2016, prior to the PPG phase of SGP 6;
* UNDP supplied SGP 6’s two project transport vehicles for field monitoring that was UNDP’s partial co-financing contribution to SGP 6.

1. The first adaptive management actions of SGP 6 were undertaken at the 22nd May 2017 Inception Workshop. The workshop was attended by a wide spectrum of stakeholders of SGP 6 including the GEF OFP, UNDP (Country Office only), all members of the NSC[[20]](#footnote-20) as well as over 100 other attendees from various CSOs and NGOs throughout Pakistan. The main and seemingly only adaptive management action undertaken by the participants at the Workshop included recommended changes to the SGP 6 log frame of the SGP 6 ProDoc that included the resetting of some of the project objective level targets to more realistic and achievable targets, and changes in several of the indicators to include gender disaggregated indicators. This was to compensate for some of the ProDoc targets which were deemed during the workshop to be overly ambitious. One of these targets was an objective level target, “30,000 ha area under resilient landscape management whose biodiversity, agro-ecosystems, and sustainable livelihoods are protected” that was reduced to 12,000 ha. This change, however, was not cleared by the Global UCP Coordinator. Ironically, the original target of 30,000 ha was actually exceeded as discussed on Table 4 and Paras 75-76.
2. The Evaluator had observed and heard complaints from the CPMU of the lack of budget for proper monitoring of grants and for travel for the SGP country team to meet with the CO. This implies a lack of adaptive management in the resetting of budgets; in the experience of the Evaluator, resetting of travel budgets, for example, would have likely been required for SGP 6 in light of fluid and changing circumstances of field conditions and changing monitoring requirements in Pakistan. A review of the revised SGP 6 budget of November 2017 provides evidence of all approved budget lines including the travel budget under ATLAS code 71600 totalling US$ 30,170 for the entire 3-year duration of SGP 6. As such, there is already a plan and budget in place to execute an annual work plan that is prepared and reviewed yearly in close coordination with UNOPS and the UCP Global Coordinator with UNDP CO support (this includes an annual travel budget). The Evaluator is unsure how travel budgets are setup though the onus of setting a proper budget lies with the NC and CPMU who should be aware of the possibilities of unforeseen travel expenses. If this budget is not sufficient, this needs to be brought in advance to the attention of UNOPS and the UCP Global Coordinator. Any increase in travel budgets would result in a reduction of other budget lines; hence the need for careful review of the team’s travel budgets in partnership with other stakeholders.
3. Adaptive management during implementation of SGP 6 was built into a number of the activities implemented by CSOs and NGOs. This would have included several of these grant beneficiaries who would have needed to devise ways to meet the grant objectives by properly assessing baseline scenarios, and adaptively managing their activities to meet their objectives. An example of local community adaptive management would include continual CSO assistance to households in the proper setup and use of EE cookstoves provided by the SGP grants (as evidenced on the WAR project in Karachi – see Appendix G, S.N. 31).
4. Although the SGP 6 CEO endorsement document did call for a Mid Term Review (MTR), no MTR was conducted as per the decision made during the NSC meeting of September 2018. The meeting minutes stated that this was primarily due to the proposed date of the MTR being very close to the proposed Terminal Evaluation date of March 2020, and the appearance at that time that there would be limited value in conducting an MTR. However, in hindsight, there were still a number of issues within SGP 6 that constrained its ability to adaptively manage its implementation:

* a deteriorated state of communication between the CPMU and the UNDP CO. A review of e-mails between the Country Office (Cluster Leader and Programme Assistant) and the CPMU reveals little substantive discussions since mid-2018. This included no monitoring visits from the CO and infrequent communication from CPMU to senior levels of management in the CO. Despite support from the UCP Global Coordinator for the CPMU to prepare a PIF for an SGP 7 project (after the September 2018 NSC meeting), the CPMU did not prepare the required PIF in coordination with the CO, for timely submission to GoP for review prior to the GoP decision over the allocation over STAR resources. ;
* the paucity of knowledge products generated from SGP 6 grants since their stated completion in November 2018 that could have effectively informed the CO, UCP Global Coordinator and SGP Global CPMT and a wider spectrum of stakeholders of the outstanding developmental results being achieved by a number of SGP 6 grants. Though the Evaluator has observed the achievements of many of these grants, the inefficient dissemination of this information, notably from the CPMU to the MoCC in Islamabad has been a significant shortcoming of the Project. The Evaluator also notes that no NSC meeting has been convened since September 2018 further constraining the ability of the Project to accelerate the development of knowledge products during the period of November 2018 to the present.

Furthermore, there are anecdotes that other UNDP CO programs such as the Sustainable Land Management Program did not invite SGP to their events notwithstanding that these CO Projects sought SGP assistance on effectively implementing rural-based projects. The Evaluator can only conclude that the communications between the CPMU and the CO were beyond repair after November 2018, notably after the decision not to pursue an SGP 7, precluding any cooperation to adaptively manage the Project. These issues are further discussed in Para 70.

1. In conclusion, efforts to adaptively manage this Project were ***moderately satisfactory*** in consideration of the outstanding SGP 6 Project field results combined poor communications between the CPMU and the UNDP CO, failure to convene an NSC meeting after September 2018 and a lack of knowledge products relevant to the outstanding developmental achievements of SGP 6.

### Partnership Arrangements

1. Partnership arrangements for SGP 6 Pakistan that were mentioned in Section 3.1.4 (Paras 35 and 36) were implemented with over 38 NGOs and CSOs, all grant beneficiaries of SGP 6. Their selection as SGP grantees was based the NSC’s network of NGOs and CSOs with strong reputations for community work, and the ability of these CSOs and NGOs to prepare strong grant proposals deemed to have high potential for replication, upscaling and strategic partnerships. During the early stages of SGP 6 between May and August 2017, SGP provided coaching workshops to assist applicants in preparing SGP compliant proposals that could be efficiently evaluated by NSC members. The Evaluator was able to meet several of these CSOs and NGOs to evaluate the strength of these partners and their interventions, hear of several cases where actual replication was taking place, observe their grant interventions as well as their interactions with the CPMU, and to speak with a few government stakeholders who have provided strong expressions of interest to continue SGP grant project work of the CSOs, NGOs and relevant stakeholders. Several of these partnerships:

* are empowered by local government and provincial representatives who have relevant and specific knowledge of the environmental improvements required, and thus strongly support SGP interventions;
* foster a bottom-up process through effective community engagement;
* are generating lessons at the local level that are ready for dissemination with efforts to incorporate these lessons within a larger planning process; and
* have been strengthened by SGP 6 delegating grant development and implementation responsibilities to these partners from proposal development to monitoring and evaluation while concurrently building capacity of these partners.

1. The Evaluator has observed that the SGP 6 CPMU has developed excellent relationships with a very wide spectrum of partners ranging from CBOs and NGOs and marginalized indigenous communities to the private sector and public institutions. This process was strengthened by the strong corporate memory of the CPMU and NSC members who understand and have assessed the organizational capacity of all of its partners, and who have been involved with these CBOs and NGOs in discussions on their capacity building needs that would enable them to undertake activities under a SGP grant[[21]](#footnote-21). A sampling of some these organizations follows with more details provided on Table 3 and in Appendix F:

* *Green Circle Organization (GCO)*, an NGO based in Lahore, Punjab that has had considerable success in creating a value chain in the supply of moringa olifera, a plant known for its substantial health enhancing properties. With a resulting high demand for moringa, GCO have generated interest amongst several private sector financers to help commercialize the moringa plantation business
* *Sindh Radiant Organization (SRO), Trust for Rural Uplift Culture and Environment (TRUCE), Ecological Welfare Organization (EWO), and the Environmental Development Center, Punjab (EDC Punjab)* have all completed grant projects to promote the use of compressed earth blocks (CEBs) for use in low carbon housing units in Sindh province and in northern Pakistan. These blocks have demonstrated durability and attractive thermal properties in the Pakistani environment spawning a number of partnerships with housing developments (Saima Builders in Hyderabad) and government institutions (Sindh Fisheries Department in Thatta) who are also attracted to CEBs, primarily for their significantly lower costs, that could be used for the construction of more housing units and government buildings in Islamabad, Hyderabad, Karachi and Thatta but also for their low carbon and energy efficient properties;
* *Behar Al Sindh Foundation (BASF), Coastal Development Association (CDA), Shah Bunder Development Society (SBDS), Hamdam Foundation (HF), and the Sindh Coastal Dev Organization (SCDO)* are 5 NGOs located in the Indus River Delta, all of whom are responsible for successful mangrove rehabilitation projects. SGP 6 resources were used to mobilize several local communities to undertake mangrove reforestation activities, and to organize these communities to protect and enhance participatory mangrove resource management, notably through disseminating information to these communities on the fisheries and natural disaster protection benefits from mangrove forests. This spawned partnerships with the Sindh Forest Department to replicate SGP’s mechanism of mobilizing communities to meet reforestation goals of Sindh province. There were also requests to form partnerships with Pakistan’s Prime Minister on his programme “Plantation of 1 Billion Trees Tsunami”, recently renamed “Clean Green Pakistan”;
* *The Hamdard Welfare Association* successfully rehabilitated the 175 ha Chhachh Suleman Khan Lake in the Sujawal District with SGP resources through rehabilitation of a controlled water outlet to the lake, reconstruction of strategically placed dikes, and the plantation of riparian vegetation on the lake banks. The biodiversity changes of the lake included a significant increase in the availability of fresh water fish within a 6-month period catalyzing local landowners to undertake similar activities. This success mobilized the community to replicate this rehabilitation on the adjacent 72 ha Chhachh Jahan Khan Lake. This SGP grant project also attracted the attention of the Union Chief of Sujawal and the Sindh provincial government who have expressed an interest in the construction of a “Sindh Barrage” water diversion structure off the Indus River to provide reliable sources of water to another estimated 200 lakes that have similar rehabilitation requirements;
* Over 3 NGOs were involved in the Sujawal District in Sindh in the distribution and installation of smokeless stoves for marginalized community in the Indus River Delta as well as in eastern Karachi. Partnerships to distribute the smokeless stoves also involved the training of metalworkers in local communities to manufacture smokeless stove designs produced by another NGO that had developed these designs.

1. Overall efforts by the SGP 6 Project to facilitate strengthened partnerships were **satisfactory** with the primary rationale being that partnership arrangements from SGP 6 activities had resulted in several excellent developmental outcomes from SGP interventions, and generating considerable interest on these projects for potential partnerships with both public and private entities including local and provincial governments, and the private sector.

### Feedback from M&E Activities Used for Adaptive Management

1. Feedback for M&E activities was provided primarily through PIRs with information generated from monitoring field visits by the CPMU, many of which were for grant projects in Sindh in the Indus Delta landscape, comprising 40% of the SGP 6 portfolio. Notwithstanding the issues regarding the shortage of funds for monitoring visits (US$10,000 annual budget) to grant projects in Pakistan, CPMU personnel managed to conduct monitoring visits to all SGP grants project locations throughout Pakistan including one visit to grant projects in Baluchistan, northern Pakistan, and Punjab with more visits to the Indus Delta landscape projects due to the proximity of the SGP office in Hyderabad.
2. On 2 September 2019, the Evaluator had an opportunity to meet 9 SGP grantees in Islamabad representing SGP grantees from outside Sindh Province. During this meeting, the Evaluator heard from all grantees similar stories of the impacts of SGP grants and their mainly positive impacts. To improve the communications between these grant projects and the Hyderabad-based CPMU, social media through platforms such as Facebook and WhatsApp, were used to establish regular contact with all these grantees as well as those who were not able to attend the 2 September 2019 meeting in Islamabad. The use of social media is an interesting adaptive management measure for obtaining feedback for monitoring purposes.
3. The general quality of the 2017, 2018 and 2019 PIRs was satisfactory with sufficient details on their progress. This was made considerably easier given that all 38 SGP grants were implemented between November 2017 and November 2018. There are also BTORs generated from the various monitoring visits made by the CPMU that provide some details of progress with grant projects, though some of these reports are sparse in details on the quality of implementation.
4. Although the CEO Endorsement Document does mention that the SGP 6 would undertake an MTR, the Evaluator does note that the September 2018 NSC meeting made the decision to combine the MTR and the Terminal Evaluation due to time constraints and a perceived low value of conducting an MTR in September 2018. Another reason may also be genuine difficulties in recruiting an MTR consultant to travel to Pakistan to conduct this mission. Regardless, the Evaluator also observes that the global SGP website ([www.sgp.undp.org](http://www.sgp.undp.org)) does not have any updated information on the developmental results of the 38 SGP grants in Pakistan but only providing each grantee’s terms of reference for the grant funds. This site should be a platform regularly updated by the CPMU for feedback on grant project progress and the significant developmental benefits being generated by SGP grants in Pakistan.

1. In summary, feedback from M&E activities appears to be somewhat constrained by the annual budget of US$10,000 and partially balanced by the CPMU’s ability to adaptively manage to an underwhelming travel budget and provide feedback for monitoring and evaluation activities for all grant projects in Pakistan. The CPMU, however, did not have the travel budget to make more regular visits to the Country Office and the GEF OFP in Islamabad which may have offset the lack of engagement of the CO with SGP 6. In conclusion, feedback from M&E activities for adaptive management are assessed as **moderately unsatisfactory**.

### Project Finance

1. The SGP 6 Project had a GEF budget of US$2,659,726 that was to be disbursed over a 3-year period. Table 1 depicts the disbursement levels up to 30 September 2019, 5.5 months prior to the terminal date of SGP 6 of 16 March 2020, revealing the following:

* Funds for the Indus Delta landscape strategy were disbursed by October 2017;
* Funds for 38 SGP grants were fully disbursed by December 2018;
* Actual M&E costs were 100% higher than the budgeted figure of US$200,000. This validates the opinion of the Evaluator that the M&E design for the SGP 6 Project lacked sufficient detail that would have included the additional costs to travel to and monitor SGP projects in the targeted remote communities. Without a landscaped approach for projects outside of the Indus Delta landscape, the projects were more scattered thus only adding to the costs for effective M&E throughout the Pakistan SGP 6 Project;
* The salaries of SGP CPMU staff in Pakistan as well as the project office in Hyderabad were paid between the end of SGP 5 (30 March 2016) to the commencement of the SGP 6 in March 2017 using funds from other sources within UNDP. With the commencement of SGP 6 in March 2017, payments totaling US$265,000 were made from the SGP 6 budget back to UNDP (under a charge to the SGP Global) to repay these costs[[22]](#footnote-22).

**Table 1: GEF Project Budget and Expenditures for Pakistan SGP 6 Project (in USD as of September 30, 2019)**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| SGP 6 Outcomes | Budget (from ProDoc) | Consolidated approved by NSC | 2017[[23]](#footnote-23) | 2018 | 2019[[24]](#footnote-24) | Total disbursed | Total remaining[[25]](#footnote-25) |
| OUTCOME 1.1: Multi-stakeholder platforms/ partnerships develop and execute participatory adaptive management plans to enhance socio-ecological landscape resilience in the Indus Delta area. | 45,500 | 1,030,408 | 632,607 | 419,380 | 55,018 | 1,107,004 | -76,596 |
| OUTCOME 1.2: Community organizations in landscape- level networks build their adaptive management capacities by implementing community- level projects and collaborating in managing landscape resources and processes to achieve landscape resiliency and resilient livelihoods. | 672,492 |
| OUTCOME 1.3: Strategic projects are developed and implemented by multi-stakeholder partnerships that catalyze broader adoption of specific successful SGP-supported technologies, practices or systems and are up-scaled to a to a wider area and/or groups of stakeholders | 312,416 |
| OUTCOME 2.1: Potential financial partners, policy makers and their national/subnational advisors and institutions, as well as the private sector form multi-stakeholder partnerships to engage in designing, planning and monitoring dissemination and replication of successful energy efficient technologies, practices or systems | 199,870 | 1,502,664 | 625,017 | 457,106 | 157,391 | 1,239,514 | 263,150 |
| OUTCOME 2.2: Multi-stakeholder partnerships implement strategic projects to expand adoption of energy efficient technologies | 1,202,794 |
| OUTCOME 2.3: Multi-stakeholder partnerships, local policy makers and subnational/ national advisors organized in policy and innovation platforms discuss potential policy innovations based on analysis of project experience and lessons learned | 100,000 |
| Project Management | 126,654 | 126,654 | 88,226 | 34,739 | 2,857 | 125,822 | 832 |
| **Total (Actual)** | **2,659,726** | **2,659,726** | **1,345,850** | **911,225** | **215,266** | **2,472,340** | **187,386** |
| Total (Cumulative Actual) |  |  |  |  |  |  | |
| Annual Planned Disbursement (from ProDoc) |  |  | n/a | n/a | n/a |
| **% Expended of Planned Disbursement** |  |  | **n/a** | **n/a** | **n/a** |  |  |

**Table 2: Co-Financing for Pakistan SGP 6 Project (as of 30 September 2019)**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Co-financing**  **(type/source)** | **UNDP own financing**  **(million USD)** | | **Government**  **(million USD)** | | **Partner Agency[[26]](#footnote-26)**  **(million USD)** | | **Private Sector**  **(million USD)** | | **Total**  **(million USD)** | |
| **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** | **Planned** | **Actual** |
| Grants |  |  |  |  | 1.300 | 1.139 |  |  | 1.300 | 1.139 |
| Loans/Concessions |  |  |  |  |  |  |  |  |  |  |
| * In-kind support | 0.500 | 0.100[[27]](#footnote-27) |  |  | 1.300 | 0.273 |  |  | 1.800 | 0.373 |
| * Other |  |  |  |  |  |  | 0.025[[28]](#footnote-28) | 0.000 | 0.025 | 0.000 |
| **Totals** | **0.500** | **0.100** |  |  | **2.600** | 1.412 | **0.025** | **0.000** | **3.125** | **1.512** |

1. The SGP 6 Project has a mechanism to determine and adjust budgets that is not entirely clear to the Evaluator in terms of its functionality:

* AWP budgets were set by UNOPS with the same numbers that were provided in the SGP 6 ProDoc. During the Inception Workshop in May 2017, there were no discussions on changing this budget. As such, the AWP for SGP 6 did not change notwithstanding a number of serious deficiencies that includes a US$10,000 annual travel budget;
* There is an appearance of poor communication between CPMU staff in Hyderabad, and the CPMT and UNOPS in New York with regards to the setting of SGP 6 budgets. Due to the noted “shortage” of travel budget as expressed by the CPMU (as mentioned in Para 61), any changes to the AWP budget had to be cleared by UNOPS. Requests for increases in travel budgets to travel to projects outside of Sindh and to Islamabad to meet the CO and national government agencies were often refused by CPMT and UNOPS, leaving the CPMU to become creative in stretching their travel budget for monitoring grant projects but only in Sindh Province. The lack of the proper setting of budget for the National Coordinator to travel from Hyderabad to Islamabad has hurt the ability of the SGP 6 Project to fully inform MoCC and the Country Office of the progress and more exposure of SGP 6 and their developmental benefits and best practices. As mentioned in Para 50, it is the responsibility of the NC to identify and request sufficient budgets for all Project-related travels;
* This poor communication has also resulted in difficulties in completing knowledge products on lessons learned from SGP 6 grant projects as a part of Outcome 2.3. The Evaluator notes that this issue was raised by the CPMT as early as October 2018, and has only appeared to be recently resolved in October 2019 between the CPMU and CPMT with the November 2019 recruitment of a consultant to prepare knowledge products for SGP 6. As of mid-November 2019, this consultant has yet to commence her assignment;
* There was a lack of flexibility to change budgets for the May 2017 Inception Workshop where a substantial increase of US$30,000 (over a budgeted amount of US$5,000) was requested to satisfy a late request of the GEF OFP to include CSOs and NGOs from all over Pakistan;
* There has been one financial project audit in 2018 where no issues were found. There have been no financial spot checks on SGP 6 to date, nor are any scheduled until the terminal date of SGP 6 on 16 March 2020[[29]](#footnote-29).

1. Project co-financing was estimated to be more than US$1.512 million, less than 50% of the expected co-financing of US$ 3.125 million. Co-financing details can be found on Table 2 with the following observations:

* The US$ 0.1 million from UNDP was counted as co-financing in-kind with the provision of 2 used and old motor vehicles;
* US$ 1.412 million was co-financed by most of the SGP grantees. With this co-financing figure being reported from partner CBOs and NGOs and community beneficiaries, the co-financing figure of less than 50% may not reflect the actual successes in the field and the up-take of SGP interventions. There is also the possibility that stakeholders underreported co-financing;
* Private sector co-financing of US$ 0.2 million was raised by PPL (as mentioned in Para 46) in March 2018 for mangrove rehabilitation around Karachi in partnership with SGP 6. These funds had to be turned away due to UNDP Pakistan only being able to absorb these funds on the condition that UNDP Pakistan determines solely how the funds are spent (increasing the risk the funds would not be spent on mangroves rehabilitation), and notwithstanding that a similar SGP partnership with BP Pakistan was implemented by UNDP for $ 0.4 million in an earlier SGP phase. In 2019, SGP Pakistan did recommend to PPL the contacts of some SGP partner organizations to implement a US$ 125,000 renewable energy project in District Awaran, Baluchistan.

1. Overall, the cost effectiveness of the SGP 6 Project has been **satisfactory** in consideration of the excellent results achieved in the field with the 38 SGP 6 grant projects.

### M&E Design at Entry and Implementation

1. The M&E design for SGP 6 Pakistan is provided on pages 14 to 21 in the CEO Endorsement Document. The design while fairly generic and similar to other M&E designs from other GEF projects, contains a fair amount of detail for the SGP 6 Pakistan M&E plan during its implementation period. The M&E plan provides details of:

* the role of the UNDP Global Coordinator for monitoring UCP progress;
* key issues to be addressed during the Inception Workshop that includes more detail on monitoring and evaluation requirements as well as M&E budgets;
* reporting requirements that include quarterly, annual and site visit reports;
* a midterm review and external audit;
* a terminal evaluation;
* learning and knowledge sharing including two-way flow of information between SGP 6 Pakistan and other UCPs;
* individual grant monitoring and evaluation;
* random grant project audits; and
* separate M&E budgets for overall SGP implementation (and would include the inception workshop, MTR and terminal evaluation totalling US$65,000) and for individual grant level M&E activities (totalling US$90,000).

As a GEF 6 project, it is noteworthy that a “Theory of Change” (ToC) was prepared and summarized under Annex 6 of the ProDoc. This Annex outlines how the grants provided to community organizations, in a given landscape, in the areas of climate change, biodiversity conservation and land degradation will facilitate larger scale and long-term changes. The ToC of the SGP design focuses “*on local scale operations to bring about changes in a limited geographic area. Thus, the SGP should not be held accountable for achieving global environmental benefits through broader adoption of grant-level results. Notwithstanding, outcomes achieved under the SGP should extend beyond the individual grant level by scaling up and using successful projects as demonstrations sites to extend lessons learned to other communities and inform policy dialogue*”. No reviews or refinements were made to the SGP 6 Pakistan ToC during implementation.

1. While these design budgets for M&E activities were indicative totalling US$155,000, there was no review of this budget during the Inception Workshop on 22 May 2017. As such, the SGP 6 M&E budget was accepted at US$155,000 without any breakdown or review. This is pointed out since there were issues in the budgeting of M&E activities during implementation of SGP 6 notwithstanding the excellent achievements observed by the Evaluator on over 17 grant projects visited. As such, *the M&E design is rated as* ***satisfactory***.
2. The implementation of the M&E plan could be characterized as uneven:

* The development results observed by the TE mission revealed consistencies with the 2018 and 2019 PIRs;
* Notwithstanding the reported shortages of travel budget experienced by the CPMU in Hyderabad, M&E activities were adequately implemented for grant projects within the Indus Delta landscape and in Sindh Province, some of which had received visits one or 2 times during the grant implementation period between November 2017 and November 2018;
* Grant projects in other landscapes, however, did receive one visit from the CPMU, some prior to the November 2017, the commencement date for grant project implementation, and the remainder during the January to August 2018 period during implementation;
* As mentioned in Para 58, monitoring of grant projects outside of Sindh Province was partially made-up through social media platforms facilitating frequent contact with other CSOs and NGOs who had received SGP grants. This was verified during the Terminal Evaluation Mission on 2 September 2019 in Islamabad at the facilities of PHKN to meet with 9 CSOs and NGOs who implemented works outside of the Indus Delta landscape, each one who had mentioned of the frequent contact through Facebook and WhatsApp between the National Coordinator and their organizations during the period of grant implementation between November 2017 and November 2018 and beyond;
* Based on a review of the 2 NSC meeting minutes and the aforementioned difficulties with the location of the office in Hyderabad, information of the M&E activities of the SGP 6 Pakistan Project appeared to be only during the NSC meetings. This is supported by the fact that after the September 2018 NSC meeting, the GEF OFP was replaced with no records of any interaction between the new OFP and SGP 6.

1. It was evident from the CPMU that there were travel budget shortages for M&E visits. In hindsight, a serious discussion should have been raised at the Inception Workshop or shortly thereafter to review and ensure the M&E budget was sufficient for required M&E activities with onus placed on the NC and the CPMU on ensuring sufficient budgets for M&E-related travel. For these reasons, the *M&E plan implementation is rated as* ***moderately satisfactory***. Ratings according to the GEF Monitoring and Evaluation system[[30]](#footnote-30) are as follows:

* *M&E design at entry - 5;*
* *M&E plan implementation - 4;*
* *Overall quality of M&E – 4.*

### Performance of Implementing and Executing Entities

1. The performance of the implementing agency of the SGP 6, UNDP, can be characterized as follows:

* Technical assistance and strategic advice was provided to the CPMU from the UCP Global Coordinator in New York in New York. SGP 6 Pakistan over its 3-year implementation period has been dealing with 2 different Global Coordinators, neither of whom have been able to make a site visit to Pakistan to visit with SGP 6 personnel. They have, however, been involved with provision of technical assistance, strategic advice, resource mobilization support, promoting substantive and strategic alignment and coordination of SGP 6 Pakistan with the Global SGP Programme that includes approvals of operating budgets, and communication with the UNDP Pakistan CO to validate some of the observations and impacts mentioned in SGP 6 PIRs;
* While the decision to locate the CPMU in Hyderabad to better serve the Indus Delta grantees (40% of the SGP 6 portfolio) was made by the NSC, the ability of the CPMU to adequately provide M&E actions for the entire SGP 6 portfolio has been clearly compromised by its location, or the lack of a CPMU person at another location to have access to other SGP grantees throughout Pakistan. The Evaluator does note that SGP grantees in Sindh province had received more site visits and better support due to the location of the CPMU in Hyderabad. However, the location of the CPMU Office in Hyderabad was a factor in the poor communications between the CPMU and the CO (insufficient to foster CO ownership of the SGP 6, a role that the CO was to fulfil according to the SGP Operating Guidelines. Despite suggestions made by an outgoing NSC chair at the September 2018 NSC (and in the NSC meeting minutes) to move this office to Islamabad to foster closer relationships with the Ministry of Climate Change and the UNDP Pakistan CO (that could have resulted in garnering further support for SGP 6), no follow-up action on this item was made after this NSC meeting. This was likely due to the lack of agreement between MoCC and UNDP on who would bear the cost of this relocation or opening of a second SGP 6 office (with only one person);
* Based on emails reviewed by the Evaluator between the CPMU and the CO, there were sporadic attempts by the CPMU to engage UNDP Pakistan CO to undertake more monitoring visits to SGP grantee sites. Over the 3-year period of SGP 6, there were a total of 4 visits to SGP 6 activities, only 2 of which were related to grantee activities[[31]](#footnote-31). A low number of site visits was made primarily due to a lack of project SGP 6 budgets to make the site visits, and a reported shortage of UNDP CO travel budgets. In combination with delays in the generation of knowledge products from SGP 6 activities, a final outcome has been the inability of the Project to effectively promote the positive developmental results of SGP 6 and launching an SGP 7 proposal in terms of endorsement of government applications;
* One of the National Coordinator’s main contact points with the CO was the Resident Coordinator. Over the 3-year implementation period of SGP 6, there were at least 3 Resident Coordinator’s/Resident Representative’s, one of whom during 2017 was highly supportive of SGP activities given his observations of tangible development progress[[32]](#footnote-32). For reasons that likely involve the dwindling GEF allocations to Pakistan, SGP received much less support after September 2018 from the UNDP CO. This lack of support has hurt the CPMU towards its continuation to an SGP 7 though the CO does mention that the STAR allocation for GEF 7 had been reduced by 20%. Without further GEF 7 support, the current SGP Country Team will likely be disbanded, and the lifeline to the 38 NGOs being supported under SGP 6 will be severed;
* Again, based on emails reviewed by the Evaluator, there appears to be very little dialogue between the CPMU National Coordinator and the UNDP Project Officers in Islamabad. The UNDP Pakistan CO role on SGP 6 should have been to support successful interventions coming out of SGP 6, and to use it as a springboard for larger projects that could be replicated on a larger scale, and possibly funded through GEF as a full-size Project or by other donors[[33]](#footnote-33). Considering the number of projects within SGP 6 with excellent replication potential, there was poor communication on the results coming from the CPMU resulting in support clearly not materializing from the CO. This differs from the Evaluator’s experience with other SGP Country Programme projects which have more communicative relationships with their respective UNDP COs;
* Paucity of reports and communications regarding progress from the 38 SGP grantees. The UCP Global Coordinator, as well as CPMT Knowledge Management Advisor have made several requests for knowledge products from the CPMU on SGP 6 grant project outcomes since October 2018. Notwithstanding the excellent progress observed by the Evaluator from at least 17 of the grant projects, the importance of the CPMU to communicate with the CO and the UCP Global Coordinator, as well as CPMT Knowledge Management Advisor on the benefits of these grant projects cannot be underscored. As such, there is still much room for improvement on the aspect of SGP 6 knowledge products with the time remaining on SGP 6;
* Overall performance of UNDP on the SGP 6 Project in Pakistan is assessed as being **moderately satisfactory** considering the mobilization of communities to generate excellent field results of the grant projects, countered by poor communications between the CPMU and the CO, and a final outcome of the inability of the Project to effectively promote the positive developmental results of SGP 6 and launch an SGP 7 government application.

1. The performance the executing partner, UNOPS, can be characterized as follows:

* Based on the requests made by the UCP Global Coordinator (with inputs from the CPMU), UNOPS has provided timely fund transfers for the salaries of the CPMU which are routed from UNOPS in New York to UNOPS in Islamabad;
* While the CPMU executed the Project to achieve outstanding field results on grant projects, it did not effectively communicate with the UNDP CO and the Ministry of Climate Change to promote these outstanding results for further actions to replicate and upscale. This has resulted in a lack of confirmed resources to continue SGP work after the EOP;
* UNOPS manages the operational budget by only dispersing amounts that have been authorized by the UCP Global Coordinator. For example, travel authorizations signed by the NC for the CPMU are signed off by the UNOPS in New York. The function of UNOPS does not appear to include any changes to the SGP operational budget, but only use of the UNOPS accounting system.

Overall performance of UNOPS on the SGP 6 Project can be assessed as being **moderately satisfactory.**

1. A summary of ratings of the executing agency and executing partner of the SGP 6 Pakistan Project are as follows:

* *Implementing Entity (UNDP)* – 4;
* *Implementing Partner (UNOPS) –* 4;
* *Overall quality of execution (UNDP/UNOPS)* – 4.

## Project Results

1. This section provides an overview of the overall project results and assessment of the relevance, effectiveness and efficiency, country ownership, mainstreaming, sustainability, and impact of the SGP 6 Project. In addition, evaluation ratings for overall results, effectiveness, efficiency and sustainability are also provided against the March 2017 Project PRF (as provided in Appendix E)[[34]](#footnote-34). For Tables 4 to 8, the “status of target achieved” is color-coded according to the following scheme:

|  |  |  |
| --- | --- | --- |
| Green: Completed, indicator shows successful achievements | Yellow: Indicator shows expected completion by the EOP | Red: Indicator shows poor achievement – unlikely to be completed by project closure |

### 

### Overall Results

1. With regards to the key objective-level targets of SGP 6, the Project was aiming to achieve the following by the EOP:

* 30,000 ha under resilient landscape management whose biodiversity, agro-ecosystems, and sustainable livelihoods are protected;
* Increased use of renewable energy or energy efficiency technologies at community level resulting in 10,804.5 tonnes of CO2 emission reductions reduced over the 3-year Project period;
* An increase of 10 organizations improving their technical, social and financial sustainability;
* An increase from 5 to 10 communities whose resilience is strengthened by experimenting, innovating and learning through planning and management processes in the landscape; and
* 35 project reports and lessons learned, and 1 report of multi-stakeholder group performance as case studies and publications documenting lessons learned from SGP-supported projects.

A listing of demonstration projects visited during the Evaluation mission of August-September 2019 is provided on Table 3 with a complete listing of SGP grant projects in Appendix F. A summary of the achievements of SGP 6 at the objective level with evaluation ratings are provided on Table 4.

1. With regards to the area under resilient landscape management, the target of 30,000 ha has been exceeded by almost 10,000 ha. Much of this is due to the number of hectares achieved within the Indus Delta landscape under the approved Indus Delta landscape strategy. These interventions proposed SGP support of local community activities to strengthen actions towards the resilience of this landscape through a portfolio of inter-connected and synergistic initiatives covering 32,509 ha. A total of 14 CBOs implemented SGP-supported activities within inter-tidal, supra-tidal and range land zones covering 229,670 ha within 3 districts (Thatta, Sujawal and Badin) and six talukas. Details of some of these projects are provided:

**Table 3: List of SGP 6 Project sites visited during TE Mission in August-September 2019**

| **Project Name** | **NGO** | **Location** | **Thematic Area** | **Status** | **Comments** |
| --- | --- | --- | --- | --- | --- |
| Mangroves Forestation and Conservation at Kajher and Seer Creeks  PAK/SGP/OP6/Y1/STAR/BD/2017/02 | Behar Al Sindh Foundation (BASF) | Sujawal, Sindh | Biodiversity | Satisfactorily Completed | Work on all sites work under grant funding was completed in November 2018. However, communities have continued mangrove rehabilitation through the planting of mangrove seeds on the mud flats. Their continued involvement stems from their understanding of the importance of mangroves to the safety of their communities from severe storm events from the Arabian Sea, and the rehabilitation of fishery stocks in and amongst mangrove islands, a resource very important to their food sources. |
| Mangroves plantation and conservation at Nasir Island/Kajhar and Warri Creeks  PAK/SGP/OP6/Y1/STAR/BD/2017/04 | Coastal Development Association (CDA) | Sujawal, Sindh | Biodiversity | Satisfactorily Completed |
| Mangroves reforestation and conservation project  PAK/SGP/OP6/Y1/STAR/BD/2017/27 | Shah Bunder Development Society (SBDS) | Sujawal, Sindh | Biodiversity | Satisfactorily Completed |
| Mangroves reforestation and conservation project  PAK/SGP/OP6/Y1/STAR/BD/2017/14 | Hamdam Foundation (HF) | Thatta, Sindh | Biodiversity | Satisfactorily Completed |
| Sustainable mangroves forestation at Nasir Island/Kajhar Creek  PAK/SGP/OP6/Y1/STAR/BD/2017/30 | Sindh Coastal Development Organization (SCDO) | Sujawal, Sindh | Biodiversity | Satisfactorily Completed |
| Promoting food security and sustainable livelihood of farming communities through creation of value chain of Moringa Olifera  PAK/SGP/OP6/Y1/STAR/BD/2017/13 | Green Circle Org (GCO) | Lahore, Punjab | Biodiversity | Satisfactorily Completed | GCO has had considerable success in creating a value chain in the supply of moringa olifera, a plant known for its substantial health enhancing properties. SGP 6 resources were provided to Green Circle to prepare a business plan for developing and maintaining moringa plantations, building capacities of small farmers to cultivate and maintain moringa nurseries, and supporting the creation of a value chain consisting of farmers, entrepreneurs and moringa buyers to ensure sustainable livelihoods for small farmers. Green Circle has mentioned that the demand for moringa is extremely high to the extent that they have interested private sector financers to help commercialize this moringa plantation business. It is highly likely that further support of this NGO by SGP is no longer required. |
| Conservation and promotion of Achi Tapri goat  PAK/SGP/OP6/Y1/STAR/BD/2017/25 | Participatory Development Organization (PDO) | Tando Muhammad Khan, Sindh | Biodiversity | Completed in November 2018 | NGO has provided a rare endemic breed of the Achhi Tapri goat to several female households as an initiative to boost the status and income of these households. Benefits are likely to be observed after one breeding season which has the potential to scale up the earnings of female-led households. |
| Rehabilitation of lake Chhachh Sulaiman Khan  PAK/SGP/OP6/Y1/STAR/BD/2017/15 | Hamdard Welfare Association (HWA) | Sujawal, Sindh | Biodiversity | Completed in November 2018 | SGP 6 funds of US$40,000 has been utilized to restore a deltaic lake through rehabilitation of existing dikes, water intakes and outlets around the lake perimeter as well as the replanting of native vegetation and riparian areas of the lake. This has resulted in an improvement and water quality of the lake and an increase in ecosystem biodiversity including an improvement of the lake fishery. The outcome of this grant project has been an increase in community and local government confidence to rehabilitate another 200 deltaic lakes within the district that will provide substantial sustainable livelihood benefits. |
| Promotion of Environment stability through insolated Metallic portable stoves PAK/SGP/OP6/Y1/STAR/CC/2017/17 | Kanjhar Creek Communities Association (KCCA) | Sujawal, Sindh | Climate change | Completed in November 2018 | These NGOs were part of a larger group of NGOs that installed energy-efficient cookstoves for several communities located on the east bank of districts along the Indus River. The outcome of this program was the improved air quality within households in these communities for women and children as well as reduced consumption of fuel wood, reducing the burden of women in its collection. |
| Improving indoor environment through energy efficient insulated metallic stoves  PAK/SGP/OP6/Y1/STAR/CC/2017/35 | Rehmat Development Organization | Sujawal, Sindh | Climate change | Completed in November 2018 |
| Market Driven Promotion of Fuel-Efficient Stoves in Haripur District  PAK/SGP/OP6/Y1/STAR/CC/2017/24 | Pakistan Hoslamand Khawateen Network (PHKN) | Haripur, KPK | Climate Change | Completed in November 2018 | With US$ 48,568 from SGP 6, the NGO undertook organization of training of blacksmiths for the making of energy efficient cookstoves which resulted in the making and distribution of over 250 of these stoves to households. In addition, the NGO was responsible for the plantation of fruit trees. The outcomes from this project resulted in less smoke in household interiors, improved air quality, and opening of opportunities for females to produce jams, dried fruits and vegetables. Future investments in these communities would be to replicate the activities of this grant project, and to assist them in being a supplier for distributors of jams, preserved fruits and processed vegetables. |
| Introduction and promotion of low-cost hydraulic compressed earth blocks.  PAK/SGP/OP6/Y1/STAR/CC/2017/31 | Sindh Radiant Organization (SRO). | Thatta and Hyderabad, Sindh | Climate change | Completed in November 2018 | With US$ 48,790 from SGP 6, this NGO setup a plant site near Thatta for the production of compressed earth blocks (CEBs), supplying them to the Sindh Government, amongst other buyers, with CEBs for a fisheries building which the Evaluator visited on 27 August 2019. Future investments into CEB technology includes certification-level testing of these blocks for thermal properties and compressive strength that will increase confidence of future block purchasers of the low carbon value of these blocks. |
| Empowering Women through Establishing Renewable Energy Relief Station (RERS) and sensitizing and combating sexual and gender-based violence  (SGBV)PAK/SGP/OP6/Y1/STAR/CC/2017/34 | War Against Rape (WAR) | Karachi, Sindh | Climate Change | Completed in November 2018 | US4 30,000 of SGP 6 grant funds were used to promote and utilize renewable energy (mainly solar PV) for night lamps in the community, energy efficient cookstoves, and renewable energy for a relief station for female victims of domestic violence. Future support needs to involve other similar communities in the eastern port areas of Karachi and to ensure the women utilize the energy efficient cookstoves in a manner that reduces the smoke inside their households. |
| Promoting eco-tourism through innovative floating restaurant and mobile washroom intervention at Keenjhar Lake.  PAK/SGP/OP6/Y1/STAR/MF/2017/18  (see project 35 in Appendix G) | Keenjhar Mahool Dost Welfare and Development Org (KMWDO) | Thatta, Sindh | Multi-focal (BD, LD) | Completed in November 2018 | With US$ 40,000 from SGP 6, this NGO employed a strategy to minimize the adverse impacts of traditional tourism to a lake within 100 km to the east of Karachi. First action was to build a floating restaurant for tourists with local traditional cuisine that employs over 20 women, and to mobilize local communities around the lake to properly manage waste as a means to preserve the natural, historical and cultural environment of Keenjhar Lake. Positive developments of the Keenjhar Lake tourism location were spread over social media. |
| Establishment of Mud-Crab Farming at coastal belt of Shahbander PAK/SGP/OP6/Y1/STAR/MF/2017/37 | Sindh Sahil Welfare Association | Sujawal, Sindh | Multi-focal | Completed in November 2018 | With US$ 48,438 from SGP 6, a pilot 8-acre crab farm was established and used to provide training to over 200 potential crab farmers in the community. Some constraints were encountered due to a severe rainstorm in August 2019 which flooded the area breaching some the pilot crab farm dykes, and destroying the office setup near the pond. Future investments in this pilot should include a continuation of training in improved crab farming practices, building more climate resilient infrastructure for the crab farms and marketing of the product in a manner that maximizes the benefits for the community. |

**Table 4: Project-level achievements against SGP 6 Project targets**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Intended Outcome** | **Performance Indicator** | **Baseline** | **Target** | **Status of Target Achieved** | **Evaluation Comments** | **Rating[[35]](#footnote-35)** |
| **Project Objective:** *To enable community organizations in Pakistan to take collective action for adaptive management for socio-ecological resilience – through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development in key landscapes and rural/urban communities* | Area under resilient landscape management whose biodiversity, agro-ecosystems, and sustainable livelihoods are protected | 2,000 ha | 30,000 ha | *39,198 hectares currently under resilient landscape management in the Indus Delta (32,509 ha) and other key landscapes (6,689 ha)* | See Paras 75 and 76 | 5 |
| Increased use of renewable energy or energy efficiency technologies at community level | 0 | 10,804.5 tons of CO2e avoided over three years | *13,654 tons of CO2 avoided over 3 years.* | See Para 77 | 5 |
| Increased number of organizations improving the technical, social and financial sustainability of their organizations. | 10 organizations | 20 organizations | *38 organizations representing the 38 grant projects implemented including 6 that are successfully implemented by women-led NGOs. They have been addressing the planned areas of biodiversity conservation, promoting agro-ecological practices and systems, species conservation, awareness raising, improving overall landscape resilience and generating local and global environmental benefits.* | See Para 78 | 5 |
| Number of communities whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the landscape | 5 communities | 10 communities | *The target is achieved, with 10 communities in three provinces and in Azad Jammu and Kashmir (AJK) trained and mobilized for resilience through landscape planning* | See Paras 79-80 | 5 |
| Number of case studies and publications documenting lessons learned from SGP-supported projects | 4 case studies | 4 case studies, 35 project reports and lessons learned, and 1 report of multi-stakeholder group performance | *All the 38 SGP projects are now completed with progress reports received. A consultant has been recruited to prepare 4 case studies and reports on lessons learned for completion prior to the end of 2018* | See Para 81 | 3 |
| **Overall Rating – Project-Level Targets** | | | | |  | **5** |

* Rehabilitation of 15,500 hectares of mangrove forests has been completed through 5 NGOs (NGO details are provided in Appendix F, S.N. 1-5) that included and 150 village activists (including 100 male and 50 female) who mobilized their communities to plant Avicenna seedlings on degraded mangrove islands. SGP provided technical assistance to these NGOs and communities to plant these seedlings in a manner that ensures higher rates of seed germination into full-grown mangrove trees within less than a year. The result for some of these areas has been restoration of these mangrove forests to their original functions of harboring aquatic life and protection of upstream lands from extreme weather events such as cyclones. In addition, these mangroves will become more resilient to climate changes experienced in the Indus Delta over the past 20 years. These SGP grants mobilized the indigenous peoples of this district, the Jats, known for their domestication of “Indus Deltaic Camels” or “Khaai”, located within the Ketibunder South Wildlife Sanctuary Cameleers, and serving as the key stakeholders for sustained mangroves fodder supply for their camels;
* Rehabilitation of the Chhachh Suleman Khan lagoon (see Appendix F, S.N. 13) north of Sujawal, involved the local community being provided with technical assistance to restore their 150-ha lake. This lake is attracting several bird species through the restoration of the lagoon’s water supply intakes and controlled outlets. These were important features to restore the original water regime within the lagoon that enhances conditions for increasing aquatic life and riparian functions. The outcome has been the community being able to harvest an estimated 20,000 kg of fish from the lagoon and increasing income generation that includes reed grass over the past

8 months. This success has motivated the community to rehabilitate another lake, the 72-ha Chhachh Jahan Khan Lake, replicating the experience from the Chhachh Suleman Khan lagoon with their own with the technical assistance and resources. This has also resulted in the development of a multi-stakeholder “Chachh Wetlands Management Plan” that was signed and agreed by the local CBOs, SGP grantees from the area and other key stakeholders. This project also generated interest from the Irrigation Department, Government of Sindh to upscale the model in other key degraded lakes and lagoons in the area, and with the Sindh Engro Coal Mine Company (SECMC) and Thar Foundation to initiate activities for biodiversity regeneration of Gonano lake and bio-saline agriculture in district Thar, Sindh;

* Mobilizing the local community to promoting eco-tourism through enhancing tourism infrastructure for the conservation of Keenjhar Lake, a Ramsar site and key source of potable water for Karachi (see Appendix F, S.N. 35). As a means of reducing tourism pressures of this 13,470 ha lake and surrounding area, SGP provided assistance to the local CBO, Keenjhar Mahol Dost Welfare and Development Association to establish a four-room eco-resort along the shoreline of Keenjhar Lake including a floating restaurant for tourists providing opportunities for local women to generate income through catering. This SGP intervention has also empowered local lake communities to promote responsible tourism including waste management around the lake, and providing an opportunity for economic development for local communities on managing waste and offering services for promoting ecotourism. A direct outcome of this project was the activities being a catalyst for development of a “Sustainable Tourism for Waste-free Keenjhar Lake Plan” under a multi-stakeholder platform, the Keenjhar Conservation Network;
* Two CBOs of the local fishing community have established sustainable crab farms impacting over 10 villages and over 1,000 fisherfolks by creating replicable enterprises and providing sustainable livelihoods. These two interventions have given a new insight into the challenges of sustainable fishing and people’s tendency to resorting to trash-fishing, which is the biggest menace in the delta region.

1. Other SGP interventions that have contributed to resilient landscapes includes:

* Establishment of sustainable livelihoods for creating a value chain for the Moringa Olifera (see Appendix F, S.N. 7 and 8) where more than 400,000 saplings were made available to farmers with over 100,000 Moringa saplings planted at different places over a 67-ha area;
* Biodiversity conservation at Qazi Nag Game Reserve, district Hattian, 75 km southeast of Muzaffarabad, Azad Jammu and Kashmir (AJK) (see Appendix F, S.N. 12). SGP 6 resources were utilized by the NGO to mobilize the local communities into protection and management of Kashmir markhor, the Himalayan musk deer, Cheer pheasant, and the Griffon vulture over a 4,832 hectares area. A biodiversity conservation plan document titled “Qazi Nag Game Reserve Biodiversity Action Plan for Key Wildlife Species” was prepared for dissemination;
* Agricultural projects to enhance the resiliency of 2 communities near Gilgit, Baltistan through the rehabilitation of 3.3 km of canals for irrigating 374 ha. This restores productive agricultural that had been previously been fallow, and has improved the quality of life for women through improved access to water and opportunities for improved livelihoods through agriculture (see Appendix F, S.N. 21 and 22).

1. SGP 6 has introduced and distributed renewable energy or energy efficiency technologies at the community level to a number of communities to meet SGP 6 GHG emission reduction targets. This includes:

* 2,050 stoves avoiding 13,654 tons of CO2 by end of 2019[[36]](#footnote-36) benefitting more than 14,350 households. The carbon footprint of SGP’s EE portable metallic stove is less than 50% of the baseline technology that consumes 15 kg of fuel wood daily per household. Some of the locations of distribution and usage of the efficient metallic stoves metallic stoves includes:
  + 1,055 in Thatta and Sujawal Districts, reducing deforestation and the burden on natural resources on over 2,027 ha of inland forestry and scrub forests (see Appendix F, S.N. 18, 19, 26);
  + 400 EE metallic stoves for cold climate among the communities in 30 villages in Ziarat, Baluchistan to reduce deforestation and the burden on natural resources of Ziarat Juniper Forest Biosphere Reserve (see Appendix F, S.N. 20);
  + More than 50 metallic EE stoves in Haripur, KPK, north of Islamabad that had the impact of reducing the burden on women’s daily chores allowing them to pursue other economic opportunities for income generation (see Appendix F, S.N. 23);
* Energy efficient building block known as the Compressed Earth Block (CEB). SGP 6 resources were used to assist 2 NGOs in the assembly of hydraulic CEB-making machines (see Appendix F, S.N. 27, 28 and 29), each with an output of 10,000 CEBs daily, and using 3% less cement in comparison to conventional blocks, only requiring natural sun drying compared to other conventional bricks that require kiln drying using fuel wood with high carbon intensities. The impact of this technology demonstration has been generating the interest of one of Pakistan’s largest building companies, Saima, to pilot a housing complex in Hyderabad with these blocks, known for the attractive thermal properties (that act as a sold thermal barrier) and low price of production.

1. SGP 6 has engaged 38 organizations comprising the 38 SGP grants, widely exceeding the original target of 20. These 38 CBOs are working on a wide variety of projects related to sustainability of their communities from social, financial and environmental aspects including biodiversity conservation, sustainable promoting agro-ecological practices and systems, species conservation, awareness raising, improving overall landscape resilience and generating local and global environmental benefits. Out of the 38 CBOs, 6 are led by women in 4 provinces including Azad Jammu and Kashmir (AJK). SGP is providing technical and financial support to these organizations for capacity building of women on EE stoves, solar products, training and awareness raising campaigns. One of these SGP 6 grant involves an activist organization, “War Against Rape (WAR)” addresses violence against women with technical assistance provided to them to access EE stoves and solar panels for street lighting (see Appendix F, S.N. 31). All these women-led CBOs have women in senior management levels on grant projects that provide strategic gender benefits that improve access for women to control resources, increase income generation, and increase their voice in all forums of discussion.

1. SGP 6 has also managed to strengthen the resilience of more than 10 communities in 3 provinces including Sindh, Punjab, and Gilgit Baltistan, as well as in Azad Jammu and Kashmir (AJK), trained and mobilized for resilience through landscape planning. This includes the aforementioned grant projects in Indus Delta mangrove communities where both men and women have been actively participating not only during the landscape strategy development process, but also during implementation with community women receiving wages for mangrove plantation activities. In addition, women were predominant attendees in 12 village-based awareness sessions (implemented by 7 organizations) in the Indus Delta on sustainable entrepreneurship, sustainable fishing, mangroves plantation and conservation and promotion of EE stoves.
2. These communities have also received assistance from SGP 6 on a wide variety of projects (11 grant projects) that include 4 in eco-tourism, 2 in sustainable housing, 2 in crab-farming, one grant project each in forestry and value chain, and waste management projects. These grant projects all have encouraging indicators that could eventually evolve into scaled-up projects and possible larger enterprises operated by the CBOs and communities.
3. Notwithstanding the completion of 38 SGP 6 grant projects in November 2018, the Project has not made good progress in the preparation of case studies and project reports for dissemination to other stakeholders in Pakistan and globally within the SGP family. The ToRs were only recently approved by the CPMT in October 2019 for the recruitment of a consultant to prepare the case studies, lessons learned reports and multi-stakeholder performance report covering energy efficiency (energy efficient stoves, lighting, and energy-efficient low carbon housing), sustainable agriculture and land degradation (community-based low-cost rain-water harvesting and wetland rehabilitation and grassroot empowerment for conservation), and eco-friendly livelihood practices (promoting rare livestock breeds and sustainable fishing). There are concerns over timely completion of this assignment so that the excellent developmental results of SGP 6 grant projects are documented, disseminated and used to catalyze interest by other stakeholders for upscaling and replication.
4. In summary, the results towards achievement of SGP 6 Project-Level targets are rated as **satisfactory,** due to the highly satisfactory outcomes of the grant projects, but the less satisfactory progress and dissemination of SGP 6 knowledge products to a wider audience**.**

### Component 1: Resilient rural landscapes and seascapes of Pakistan’s Indus Delta for sustainable development and global environmental protection

1. Under this Component, there were two expected outcomes:

* Outcome 1.1 was “multi-stakeholder platforms/partnerships develop and execute participatory adaptive management plans to enhance socio-ecological landscape resilience in the Indus Delta area”;
* Outcome 1.2 was “community organizations in landscape-level networks build their adaptive management capacities by implementing community-level projects and collaborating in managing landscape resources and processes to achieve landscape resiliency and resilient livelihoods”;
* Outcome 1.3 was “strategic projects are developed and implemented by multi-stakeholder partnerships that catalyse broader adoption of specific successful SGP-supported technologies, practices or systems and are upscaled to a to a wider area and/or groups of stakeholders”.

A summary of actual achievements of Outcomes 1.1 and 1.2 with evaluation ratings are provided on Table 5.

1. For Indicator 1.1.1, several partnerships that have either been strengthened or established to support the Indus Delta landscape planning process, mainly from the Government of Sindh’s Ministry of Fisheries and Livestock, Ministry of Agriculture, Ministry of Forest and Wildlife, Ministry of Coastal Development and Environment and Ministry of Irrigation. SGP 6 has had several occasions during implementation where there were collaborative efforts with these stakeholders including discussions with the establishment of Indus water control structures and canals as a response to the SGP’s “Indus Delta Landscape Strategy for Building Social, Economic and Ecological Resilience”. The Advisor to the Sindh Chief Minster on Irrigation and the officials of Sindh Irrigation Department have made official visits to SGP 6 projects and the SGP 6 office in Hyderabad several times. Similarly, partnerships with private sector companies the Sindh Engro Coal Mining Company (SECMC), and larger NGOs such as Thar Foundation have engaged SGP and its project Keenjhar Maholdost Welfare and Development Organization for the Gonano Lake Biodiversity Regenerations. There is also evidence of partnerships between Indus Delta communities and the Sindh Ministry of Forestry on the continuation of rehabilitation activities on mangrove forests on the basis of the significant fisheries and other environmental benefits to all communities. Finally, there is a Small Grant Actions Network organized by the Organization for Integrated & Sustainable Dev (OISD), an affiliation of current and former SGP grantees to share information and experiences in implementing SGP projects.
2. For Indicator 1.1.2, targets were exceeded were developed:

* “Indus Delta Landscape Strategy for Building Social, Economic and Ecological Resilience” was completed in September 2017 and includes 4 outcomes with key performance indicators for each outcome, suggested interventions, M&E arrangements and selection criteria for SGP grantees;
* “Qazi Nag Game Reserve Biodiversity Action Plan for Key Wildlife Species” completed on 30 November 2018 for the conservation of Qazi Nag game reserve in Azad Jammu and Kashmir (AJK) over an area of 4,832 hectares through upgrading its status to a national park;

**Table 5: Component 1 achievements against targets**

| **Intended Outcome/Output** | **Performance Indicator** | **Baseline** | **Target** | **Status of Target Achieved** | **Evaluation Comments** | **Rating[[37]](#footnote-37)** |
| --- | --- | --- | --- | --- | --- | --- |
| **Outcome 1.1:** Multi-stakeholder platforms/ partnerships develop and execute participatory adaptive management plans to enhance socio-ecological landscape resilience in the Indus Delta area. | 1.1.1 Number of multi-stakeholder governance platforms/partnerships established and strengthened to support participatory landscape / planning and adaptive management in the landscape. | 0[[38]](#footnote-38) | 1 | *More than 1* | *See Para 84* | 6 |
| 1.1.2 Number of participatory landscape strategies and management plans for targeted landscape. | 0 | One landscape strategy  One management plan | *Target achieved as one participatory landscape strategies and five management plans are developed* | *See Para 85* | 6 |
| **Outcome 1.2**: Community organizations in landscape-level networks build their adaptive management capacities by implementing community-level projects and collaborating in managing landscape resources and processes to achieve landscape resiliency and resilient livelihoods | 1.2.1 Number of community-based projects implemented by CBOs and NGOs in partnership with others in the targeted landscape | 1[[39]](#footnote-39) | At least 35 | *38 completed* | *See Appendix F* | 6 |
| 1.2.2 Increased area under management for biodiversity conservation and sustainable use. | 2,000 hectares | 15,000 hectares | *19,747 ha.* | *See Para 86* | 6 |
| 1.2.3 Increased number of species targeted for conservation | 4 | 8 | *8* | *See Para 87* | 6 |
| 1.2.4 Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources | 150 hectares | 1,992 hectares | *1,992 ha* | *See Para 88* | 5 |
| 1.2.5 Increased alternative livelihoods and innovative products developed through support of services for ecotourism, green value chains, agroforestry, sustainable fisheries, livestock, waste management projects, and access to markets | Ecotourism: 1  Agroforestry: 4 projects  Waste management: 1  Sustainable Fisheries: 1 | 5 new small-scale eco-friendly community enterprises | *10 small scale eco-friendly community enterprises which have been started in two provinces* | *See Para 89* | 5 |
| **Outcome 1.3:** Strategic projects are developed and implemented by multi-stakeholder partnerships that catalyze broader adoption of specific successful SGP-supported technologies, practices or systems and are upscaled to a wider area and/or groups of stakeholders**.** | 1.3.1 Number of strategic projects developed to upscale use of SGP-initiatives beyond the targeted landscape | 0 | 2 on piloting agro-ecological technologies/systems in different regions of the country | *3 on piloting agro-ecological systems, and one for waste management systems* | *See Para 90* | 5 |
| **Overall Rating – Component 1** | | | | |  | **6** |

* “Chhachh Wetlands Management Plan” completed in 10 May 2018 for rehabilitating and sustaining the biodiversity of 945 ha of lakes in Sujawal District only within 13 km of the tidal zone;
* “Sustainable mangroves plantation and conservation with increased role of cameleers and fishing community” was prepared for the Sujawal District on 10 May 2018 to provide action plans for local communities to rehabilitate mangroves to realize the benefits of these activities for future and sustainable harvesting of these forests;
* “Plan for sustainable tourism for a waste-free Keenjhar Lake”, completed on 14 May 2018 in collaboration with the multi-stakeholder Keenjhar Conservation Network to activate local communities around the lake to manage waste generated by thousands of tourists within the Keenjhar Lake Wildlife Sanctuary, and to raise awareness of the tourists on how to dispose of waste during their visits;
* “Gonano Lake Biodiversity Regeneration Plan” that was completed on 6 March 2019 in collaboration with CBOs working in the Indus Delta to provide assistance to the Sindh Engro Coal Mining Company (SECMC) and Thar Foundation to establish a 280 ha wetland in Thar, Sindh. The wetland was originally created from wastewater discharged from the coal mines that “inadvertently” created productive habitat for an unusual number of critically endangered Indian vultures (as confirmed by IUCN). SECMC and the Thar Foundation have also started a pilot bio-saline agricultural plot with the technical assistance of SGP.

1. For Indicator 1.2.2, the target for biodiversity conservation management of 15,000 ha has been exceeded with 19,747 ha under management for biodiversity conservation and sustainable land use, not including mangrove plantation and conservation. SGP 6 grants are supporting activities such as reforestation, planting of suitable varieties of indigenous plants, trees and mangroves, and rehabilitation of lakes and lagoons. The 19,747 ha includes:

* Keenjhar lake on 13,470 ha;
* Lagoon Chhachh Suleman Khan (150 ha) and Chhachh Jahan Khan (72 ha);
* Gonano Lake biodiversity regeneration (283 ha); and
* Qazi Nag Game Reserve on 4,832 ha.

1. For Indicator 1.2.3, 8 endangered species including Kashmir Markhor, Cheer Pheasant, Himalayan Musk Dear, Griffon Vulture, Punjab Urial, White Headed Duck (Oxyura leucocephala), Nilgai (Blue Bull), and one rare livestock goat breed (Achi Tapri) are targeted for conservation through 4 projects:

* Taleem Foundation in Qazi Nag Game reserve with a focus on the Kashmir Markhor, Cheer pheasant, Himalayan musk deer, and the Griffon vulture;
* GRDP Soon Valley is improving the habitat of endangered Punjab urial and white-headed duck (Oxyura leucocephala) in Khushab. SGP 6 has produced an eco-tourism guide for tourists;
* DDAT has conducted census of Nilgai (Asiatic antelope) in Nangarparkar, Thar;
* PDO is promoting the high value rare livestock breed Achhi Tapri goat where 50 goats have been distributed among beneficiaries with a focus on women households. Each beneficiary is obligated to return half of the kids back to the farm for distribution to other beneficiaries.

1. For Indicator 1.2.4, the target for agro-ecological practices was reduced to 1,992 ha of agricultural land to reflect a realistic target considering the availability of SGP 6 grant funds. Activities under agro-ecological practices and systems with SGP 6 grants includes:

* GCO directly planting 350,000 Moringa Oleifera saplings on 350 ha throughout Sindh and Punjab Provinces with training provided to 60 farmers on planting techniques;
* MDS planting Moringa saplings on 24 ha in Badin, Sindh;
* Daulatpur Minor, Mirpurkhas conducting multi-cropping and plantation of Sesbania grandiflora or Manjhandri to reduce water logging and salinity and introducing drought resistant fruit trees (including Ber (Ziziphus vulagaris) or Jujuba) over 1,618 ha. This scheme was conducted in partnership with the University of Waterloo, Canada with one PhD student conducting research on climate-smart agriculture, and covered 3 districts, Badin, Mirpurkhas and Dadu. Other activities under the study included 7 village level workshops and one national workshop with CSOs and FAO.

1. For Indicator 1.2.5, the target of 5 new self-sustaining small-scale eco-friendly community enterprises were started in 2 provinces with details as follows:

* + GCO created a Moringa Resource Center (MRC) in Lahore through an SGP grant (see Appendix F, S.N. 7) to enhance the sustainability of livelihoods involving collection of moringa leaves, fruit and bark for product development. This involved more than 2,000 cultivators of moringa trees. The knowledge gathered from moringa cultivation and the use of moringa products to address malnutrition and diseases is informing moringa-related projects of the GoP (such as through their Accelerated Action Plan and Nutrition Support Program) of best practices that will serve as useful references in efforts for further scaling up and replication. In addition, demand for moringa oleifera saplings and related products has been substantially increasing during SGP 6 involving several government departments, NGOs and numerous new moringa farmers;
  + Fishing community groups were established with the support of two SGP projects (see Appendix F, S.N. 37 and 38) on sustainable crab farming. SGP training provided 4 refresher courses to 500 crab farmers on crab farming that included crab reproductive lifecycles, feeding habits, breeding processes as a means to improve farming methods for crabs and lower crab mortality rate, reduce production costs and increase crab farmer incomes;
  + The grantee AHKMT has evolved into a sustainable and replicable waste management enterprise in Islamabad and in Punjab Province (see Appendix F, S.N. 32) as a pilot as a self-sufficient community-based waste management business that generates revenue and provides a valuable service to its communities;
  + There are 2 housing development projects using EE building materials that have become successful private sector enterprises as a result of SGP grants of SRO, TRUCE and EWO (see Appendix F, S.N. 27, 28 and 29 respectively). This includes Saima and Talha Residency, both in Hyderabad, both formally negotiating for the procurement and incorporation of energy efficient construction material into their building envelopes to minimize use of electricity.

1. For Indicator 1.3.1, the NSC during the Inception Workshop of May 2017 adopted the decision that all SGP 6 projects should be kept under US$50,000 including strategic projects which on other SGPs globally can be up to US$150,000. With strategic projects defined for this indicator as projects that are “upscaled outside the landscape”, there are five SGP 6 grant projects that fit this criterion:

* The GCO who have experienced extensive scale-up of its original activities through its Moringa Resource Center (MRC) in Lahore through an SGP 6 grant (see Appendix F, S.N. 7) as detailed in Para 89. Upscaled activities now appear in Hyderabad, throughout Sindh Province as well as Lahore and Rahimayar Khan;
* The Chhachh Suleman Khan lagoon rehabilitation project (see Appendix F, S.N. 13) generated considerable interest due to its successes and was mentioned for replication by local communities for other lakes within the Indus Delta landscape within a pre-feasibility study under Water and Power Development Authority (WAPDA) where that recommended “all of the natural lakes and lagoons” of the Indus Delta should be rehabilitated through a proposed delta barrage. This was considered a strategic project notwithstanding that the replication is within the targeted landscape but is aligned with strategic project objectives for large scale replication;
* Two SGP 6 grant projects on sustainable crab farming (see Appendix F, S.N. 37 and 38) have also generated considerable interest for scale-up and replication with Para 89 containing details of activities of this SGP 6 grant. Similar to the aforementioned Chhachh Suleman Khan lagoon rehabilitation project, this was also considered a strategic project notwithstanding that the replication is within the targeted landscape but aligned with strategic project objectives for large scale replication;
* The grantee AHKMT was supported by an SGP 6 grant to replicate a sustainable waste management business model in Islamabad (in Sector G-15) that is being up-scaled in other urban sectors in Islamabad as well as other municipalities in Punjab Province (see Appendix F, S.N. 32). Since this grant project does not fit either definition of a strategic project for this indicator or in Indicator 2.1.1, the Evaluation is including this strategic grant project within this indicator.

1. In conclusion, the results of Component 1 can be rated as **satisfactory** based on the achievement of all the above targets being achieved.

### Component 2: Demonstration, deployment and transfer of renewable energy and energy efficient technologies and approaches that promote conservation and enhancement of carbon stocks

1. Under this Component, there were 3 expected outcomes:

* Activities under Outcome 2.1 were intended to result in “potential financial partners, policy makers and their national/subnational advisors and institutions, as well as the private sector forming multi-stakeholder partnerships to engage in designing, planning and monitoring dissemination and replication of successful energy efficient technologies, practices or systems”;
* Activities under Outcome 2.2 were intended to result in “multi-stakeholder partnerships implementing strategic projects to expand adoption of energy efficient technologies”; and
* Activities under Outcome 2.3 were intended to result in “multi-stakeholder partnerships, local policy makers and subnational/ national advisors organized in policy and innovation platforms discussing potential policy innovations based on analysis of project experience and lessons learned”.

A summary of the actual achievements of the activities of Outcomes 2.1, 2.2 and 2.3 with evaluation ratings are provided on Table 6.

1. For Indicator 2.1.1, the target of 1 multi-stakeholder partnership has been achieved and exceeded:

* the Sindh Engro Coal Mining Company (SECMC), Thar has introduced SGP energy efficient stoves in their resettlement colony. Similarly, the Pakistan Petroleum Limited has also introduced these EE stoves into their projects in Awaran and Hernoi, Kalat, Baluchistan. These developments were informed by the gender-focused “Healthy Indoors Network”, a network linking SGP 6 grantee female beneficiaries with projects related to energy efficient smokeless stoves, adoption of solar lanterns equipped with mobile phone chargers, and energy efficient housing projects using CEBs;
* Saima Builders in Hyderabad have agreed with TRUCE for the supply and use of CEBs for their housing projects in the downtown areas of Hyderabad, transforming these NGOs into profitable enterprises. These housing units were being promoted as energy efficient with substantial reductions to household electricity bills within this development;
* SRO and TRUCE have established a joint venture for an energy efficient, low carbon housing material development facility in Hyderabad;
* EWO have been generating interest in CEBs from building construction companies in Islamabad for CEBs;
* AHKMT have formed partnerships with municipal governments and private sector with their solid waste management projects. This has resulted in the replication and the upscaling of their activities in several other areas throughout Islamabad as well as several municipalities in Punjab Province.

1. For Indicator 2.2.1, no strategic projects of up to US$150,000 were envisioned for SGP 6 (as mentioned in Para 90) given the limited funding available and the high demands for SGP support. As such, 5 grant projects were determined to hold the distinction of “implementing strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies” including:

* Trust for Rural Uplift Culture and Environment (TRUCE) as detailed in Appendix F, S.N. 28;
* the Ecological Welfare Organization (EWO) as detailed in Appendix F, S.N. 29;
* Environmental Development Center, Punjab (EDC Punjab) as detailed in Appendix F, S.N. 30.

These NGOs have been generating interest with their sales of CEBs which have unique thermal properties that are used in building envelopes in Sindh and Punjab Provinces. In addition, these projects are also generating interest within 2 housing construction material development projects and provincial governments such as Sindh and Punjab who have consistently shown interest throughout SGP 6 in replicating some of the SGP interventions in housing and other EE technologies such as brick-kilns with the UNDP CO well-placed to pursue such partnerships.

1. The grant projects involving SGP’s EE stoves have also catalyzed considerable interest amongst all stakeholders and NGOs. While there has been more demands for additional training similar to that provided by RDHR in 2017-18 (Appendix F, S.N. 15), this grant project cannot be counted as an achievement towards this indicator since there still exist (at the time of writing of this Evaluation) funding constraints with both potential sources of funding in provincial governments and the private sectors to finance replicated training of this SGP grant.

**Table 6: Achievements of Outcomes 2.1, 2.2 and 2.3 against targets**

| **Intended Outcome** | **Performance Indicator** | **Baseline** | **Target** | **Status of Target Achieved** | **Evaluation Comments** | **Rating[[40]](#footnote-40)** |
| --- | --- | --- | --- | --- | --- | --- |
| **Outcome 2.1**: Potential financial partners, policy makers and their national/subnational advisors and institutions, as well as the private sector form multi-stakeholder partnerships to engage in designing, planning and monitoring dissemination and replication of successful energy efficient technologies, practices or systems | 2.1.1 Number of multi-stakeholder partnerships engaged in designing, planning and monitoring dissemination of energy efficient technologies. | 0 | 1 | *6* | *See Para 93* | 6 |
| **Outcome 2.2:** Multi-stakeholder partnerships implement strategic projects to expand adoption of energy efficient technologies | 2.2.1 Number of strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies | 0 | 1 | *3* | *See Paras 94-95* | **5** |
| **Outcome 2.3:** Multi-stakeholder partnerships, local policy makers and subnational/ national advisors organized in policy and innovation platforms discuss potential policy innovations based on analysis of project experience and lessons learned. | 2.3.1 Number of case studies, publications and lessons learned | 4 | 1 case study on Indus Delta  35 lessons learned documents from each project implemented | *Progress reports on 38 SGP projects are complete but not in a format that can be shared with stakeholders.* | *See Para 96* | **4** |
| **Overall Rating – Component 2** | | | | |  | **5** |

1. For Indicator 2.3.1, progress reports for all 38 SGP projects have been completed containing lessons learned. These reports, however, need to be prepared into a format for dissemination to other stakeholders. While there are several knowledge products that have been produced under SGP and available on the SGP global website (<http://sgppakistan.org/Resources.html>), there are less than 10 knowledge products produced under SGP 6, and none that provide the positive developmental results and lessons learned from implementing these 38 SGP 6 grant projects. At the time of writing of this Evaluation, the CPMU engaged a KM consultant in October 2019 to prepare knowledge management products on SGP 6 implementation experiences as detailed on Para 81. The Evaluation has some concerns over the remaining time to complete these KM products and disseminate them to catalyze interest in replication and upscaling.
2. In conclusion, the results of Outcomes 2.1, 2.2 and 2.3 can be rated as **satisfactory** based on the large number of EE and RE technologies deployed under the fiscal and technical support of SGP 6.

### Relevance

1. The SGP 6 Project is **relevant** to the numerous policies and legislation of Pakistan who are signatory to several multilateral agreements in environment including the three major Rio 1992 agreements:

* Conventions on Biological Diversity;
* United Nations Framework Convention on Climate Change (UNFCCC); and
* the Convention to Combat Desertification (UNCCD).

1. The Government of Pakistan has developed important and relevant legal and policy instruments that align with SGP 6 including:

* a Biodiversity Action Plan (2000) that emphasizes in-situ conservation, sustainable use, strengthening human capacity in biodiversity conservation and management, and public education and awareness;
* "Vision 2030" authored by the Pakistan Planning Commission in 2007, with its aims for equitable sharing of environmental benefits, increasing community management of natural resources, and integrating environmental issues into socio-economic planning to achieve sustainable development;
* National Climate Change Policy ratified in 2012, which aims to ensure that climate concerns are mainstreamed in the economically and socially vulnerable sectors of the economy, and to steer Pakistan towards climate-resilient development; and
* a Climate Public Expenditure and Institutional Review finalized in 2015 by the Ministry of Climate Change (MoCC) to assess the level at which the GoP has so far been able to respond to the challenges of climate change and to identify opportunities for further strengthening its response.

1. With regards to donor programming and SDG targets and indicators, SGP 6 has relevance to:

* GEF programmes, specifically:
  + BD-4 Program 9: Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management. The grant projects in the Indus Delta are strongly linked to this programme;
  + CCM-2 Program 4: Accelerated adoption of innovative technologies and management practices for GHG emission reduction and carbon sequestration. The grant projects on energy efficient stoves throughout all landscapes of SGP 6, and the compressed earth bricks provide strong links to this programme; and
  + LD-1 Program 1: Agro-ecological intensification.
* The Pakistan One UN Programme III[[41]](#footnote-41) contributing to a number of desired outcomes by 2025 including:
  + Outcome 2: Decent work (related to sustainable livelihoods);
  + Outcome 5: Food security and sustainable agriculture (related to numerous agricultural-related SHP 6 grant projects;
  + Outcome 6: Resilience (related to projects that arrest and mitigate land degradation and climate change);
  + Outcome 8: Gender, equality and dignity (primarily related to several grant projects with a focus on improving quality of life for disadvantaged women’s groups, youth and remote communities);
* SDGs including: 1 (No poverty), 2 (Zero hunger), 3 (Good health and well-being), 4 (Quality education), 5 (Gender equality), 6 (Clean water and sanitation), 7 (Affordable and clean energy), 8 (Decent work and economic growth), 9 (Industry, innovation and infrastructure), 10 (Reduced inequalities), 11 (Sustainable cities and communities), 12 (Responsible consumption and production), 13 (Climate action), 14 (Life Below Water), 15 (Life on Land), 17 (Partnerships for the Goals).

### Effectiveness and Efficiency

1. The effectiveness of the SGP 6 has been rated as **moderately satisfactory** for a range of reasons:

* All SGP 6 projects observed possessed a high degree of replicability and within a short period of time. This would include the grant projects related to the manufacture and utilization of CEBs with SRO, TRUCE, EWO and EDC Punjab, and the mangrove forestry rehabilitation grants with BASF, CDA, SBDS, HF and SCDO in the Sujawal and Thatta districts of Sindh;
* Highly positive reactions of 9 grantees interviewed in Islamabad on 2 September 2019. This included grantees from outside the Indus Delta landscape, all of whom provided passionate and excellent accounts of their work that was supported with SGP 6 grants. This meeting provided the Evaluator the opportunity to meet NGOs and listen to their description of the works done under their respective SGP 6 grants and the benefits realized;
* There are a small group of grant projects that require a full calendar year after the completion to generate tangible positive results. This would include some of the ecotourism projects (such as the GDRP’s “Biodiversity conservation through ecotourism” in Khushab, Punjab or S.N. 6 in Appendix F) and the livestock grants (such as the Conservation and promotion of Achhi Tapri goat or S.N. 10 in Appendix F); and
* The lack of knowledge products that could be disseminated to key stakeholders who could provide scaled-up resources towards the replication, upscaling and financing of SGP 6 grant projects, and sustain the excellent work completed to date.

1. The efficiency of the SGP 6 has been **satisfactory** for a range of reasons:

* The fairly efficient start-up of SGP 6. This would include the period from the date of CEO endorsement of 14 February 2017 to the SGP 6 Inception Workshop on 20 to May 2017, followed by preparation of the Indus Delta landscape strategy (completed in October 2017) and the approval of 38 grant projects in November 2017;
* The completion of all 38 grant projects in November 2018, 12 months after their approval;
* SGP 6 Pakistan having over 4 months to monitor and collect monitoring information from its stakeholders on the benefits of all SGP 6 interventions. As such, there remains just under 3 months for the project to complete its knowledge products including case studies and lessons learned from each grant project with gender disaggregated results. Considering the current level of preparation, the Evaluator sees this as a challenge for SGP 6 to complete.

### Country Ownership and Drivenness

1. Despite the positive narrative on “relevance” in Section 3.3.4 in this report, the assessment on country ownership and drivenness is mixed:

* During the 3-year implementation period of SGP 6, there have been 3 GEF OFPs from MoCC, challenging the CPMU to sustain traction on country ownership with MoCC on the importance of development results of SGP 6;
* There has been little to no communication between the National Coordinator and the GEF OFP at MoCC since September 2018. At that time, the Chair of NSC was Mr. Khizer Hayat Khan who was highly supportive of SGP 6. Unfortunately, he was transferred in October 2018 shortly after this meeting. Since then, there have been 3 MoCC Secretaries who were all in office for short periods of time without any NSC meetings. With MoCC being the most important stakeholder for SGP 6, these frequent changes in the GEF OFP have created issues of national ownership of SGP 6;
* The NSC has not been convened since September 2018. Based on meetings with 2 NSC members in Islamabad, it appears NSC members are aware of the issues regarding the continuation of SGP 6 into SGP 7. Without regular meetings and the logistical and budgetary issues of convening these NSC members from all over Pakistan, the Evaluator senses that they have not been kept abreast of the progress of all SGP 6 projects. However, it also appears that NSC members still maintain passion for the developmental projects of SGP 6 but are unable to express these views on an important platform such as the NSC meetings;
* Drivenness of SGP 6 in Pakistan has been mainly from local and provincial governments who have made formal requests to partner with SGP 6 on various initiatives designed to support and sustain the development results of SGP 6 Pakistan. This would include the Irrigation Department and the Sindh Forestry Department of the Government of Sindh (with regards to replicating the successes on SGP 6 grants on lake rehabilitation and mangrove forestry rehabilitation around Sujawal), the Sujawal Union Government (in its support for energy efficient cookstoves for households), and municipal governments around Islamabad (to replicate the solid waste management project by AKHMT);
* The results of SGP 6 are also driven by local communities such as those around Kajhar and Sir Creeks and along the coastal belt of Shah Bander who are continuing their activities to rehabilitate mangrove forests with the knowledge that such activities will provide sustainable livelihoods and enhance the fisheries stocks for their communities;
* The private sector that is driving demand for the supply of CEBs in Hyderabad, Thatta, Karachi and Islamabad for government buildings (such as Sindh Department of Fisheries in Thatta) and building developers (Saima Builders in Hyderabad).

1. As such, the Evaluator can conclude, that country ownership and drivenness of the SGP 6 can be assessed as **moderately satisfactory**.

### Mainstreaming

1. The intended objective and outcomes of the SGP 6 are strongly mainstreamed with several of the outcomes in the “One United Nations Programme III 2018-2022” (OPIII) that defines the United Nations Sustainable Development Framework for Pakistan[[42]](#footnote-42) including:

* Outcome 2: Decent work where people in Pakistan, notably women and youth have improved access to productive livelihoods, income opportunities and decent work. Examples of SGP 6 grant projects contributing to this outcome would be the grant projects on compressed earth bricks (see Table 3), the Pakistan Hoslamand Khawateen Network (PHKN) on training of blacksmiths for making energy efficient cookstoves (PAK/SGP/OP6/Y1/STAR/CC/2017/24). The introduction of new technologies and skills to local communities has had highly positive impacts on creation of employment and income generation;
* Outcome 5: Food security and sustainable agriculture with several of SGPs grants directly supporting this outcome. An excellent SGP 6 example for this would be the grant project “Promoting food security and sustainable livelihood of farming communities through creation of value chain of Moringa Olifera” with the Green Circle Organization in Lahore and Hyderabad (PAK/SGP/OP6/Y1/STAR/BD/2017/13);
* Outcome 6: Resilience with most grant projects supporting providing climate change adaptation measures and sustainable management of natural resources. The 5 mangrove rehabilitation grant projects in the Indus Delta are excellent representations of activities contributing to this outcome. These projects involve the Jat indigenous tribes whose communities are vulnerable to storm surges and storms but who will significantly benefit from these rehabilitated mangrove forests as protection to their communities from these storm surges and to enhance fisheries stocks in the estuarine environments. These activities also significantly contribute to the reduction of poverty in these indigenous communities (see Table 3 for these projects);
* Outcome 8: Gender, equality and dignity with more than 50% of grant projects supporting measures that provide direct benefits to women’s groups in sustainable agriculture and sustainable management of natural resources. This would include the aforementioned mangrove rehabilitation projects (where women’s groups were key participants in rehabilitation activities) as well as the grant project “Market Driven Promotion of Fuel-Efficient Stoves in Haripur District” with the Pakistan Hoslamand Khawateen Network (PHKN) where the use of energy efficient cookstoves has not only improved the indoor cooking environment for women, but has also opened opportunities for females in these communities to produce jams, dried fruits and vegetables (PAK/SGP/OP6/Y1/STAR/CC/2017/24).

### Sustainability of Project Outcomes

1. In assessing sustainability of the SGP 6, the evaluators asked “how likely will the SGP 6 outcomes be sustained beyond Project termination?” Sustainability of these objectives was evaluated in the dimensions of financial resources, socio-political risks, institutional framework and governance, and environmental factors, using a simple ranking scheme:

* *4 = Likely (L):* negligible risks to sustainability;
* *3 = Moderately Likely (ML):* moderate risks to sustainability;
* *2 = Moderately Unlikely (MU):* significant risks to sustainability;
* *1 = Unlikely (U):* severe risks to sustainability; and
* *U/A = unable to assess*.

Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions*.*

1. *The overall SGP 6 sustainability rating is moderately unlikely (MU).* The evaluation recognizes that this conclusion may be somewhat controversial but similar to other SGP sustainability ratings[[43]](#footnote-43), and certainly does not diminish the excellent work that the CPMU has observed in the field. However, the primary determinant for SGP 6 sustainability under this Evaluation is the continued dependence on many of the grant beneficiaries *on external funding* to enable a community to become self-sufficient and for other communities to replicate the intervention within a particular landscape after the completion of SGP 6. A portion of these 38 grant projects with this dependence on external funding would receive the lowest rankings for sustainability under GEF sustainability criteria, thus bringing the overall sustainability rating to MU.
2. A large proportion of these 38 SGP 6 interventions could be assessed as being ML with the following serving as a rationale for this rating:

Many of the mangrove reforestation projects in the Sujwal District might be carried on by the local communities after the completion of SGP 6, due to the knowledge of beneficiary communities that restored mangrove forests will provide the significant benefits towards sustainable livelihoods and enhanced fisheries stock. There is a small risk that without further externally supported interventions, the pace of mangrove forest rehabilitation would be insufficient in providing benefits to the beneficiary communities;

Some of the projects related to compressed earth bricks and moringa plantations also may not likely need further external support since the business cases for expansion of the production of these products has attracted other investors and stakeholders to participate in their manufacture or growth. In the absence of external support, it is possible the pace of growth of these products towards commercialization may slow down.

1. There were also a handful of SGP 6 projects observed whose sustainability could be assessed as MU. These could be classified as grant projects that would continue to be dependent on external funding assistance from NGOs as well as donors after the completion of SGP 6 such as:

* The Participatory Development Organization (PDO) located 30 km south of Hyderabad in Tando Muhammad Khan where the breeding and care of the rare Achhi Tapri goat breed has been successfully launched. The benefits of this particular grant project may not be realized until early 2020, 2 years after the breeding program was launched, and where the project focused on identifying female livestock keepers willing to adopt progressive methods for sustaining this breed and increasing production. The benefits of this approach will require more than one year; and
* The War Against Rape (WAR) in Karachi that was provided to SGP support for the establishment of a renewable energy relief centre for victims of sexual and gender-based violence. Though the solar PV installations contribute towards a cost reduction to operate the centre, the Relief Centre will still require years of support to assist these women towards sustainable livelihoods in a very poor district of Karachi;
* 2 NGOs in the Indus Delta (the Sindh Sahil Welfare Association and the Dastagaeer Development Welfare Organization in the Sujawal District) were providing resources to assist local communities to set up sustainable crab farming along the coastal estuaries. Beneficiaries of both of these grant projects were adversely impacted by climatic events in 2019 that wiped out their lagoon infrastructure as well as their office facilities. As such, future external resources are required to assist these beneficiaries and accelerate their recovery from these events that would include providing them with climate resilient dikes and office facilities.

Details of sustainability ratings for the SGP 6 are provided on Table 7.

### Impacts

1. The impact of SGP 6 grant projects was significant due to:

* the mobilization of local communities towards the effective implementation of several of the grant projects, notably those projects observed by the Evaluator during his August-September 2019 mission to Pakistan in the Indus Delta;
* the interest shown by several government agencies and the Sindh government on replicating several of these grant projects. This would include the Department of Forestry with respect to close collaboration with SGP 6 on mangrove forest rehabilitation, and the Department of Irrigation with respect to water control infrastructure to secure water supplies to deltaic lakes within the Sujawal District;
* the interest generated by the entry of compressed earth blocks into the Sindh building materials market. Demand for CEBs has exponentially increased primarily due to the significantly lower cost of these blocks but also for their demonstrated durability, high compressive strength and unique thermal properties;
* the experience and benefits realized by rural communities using the smokeless energy efficient cookstoves that has reduced the need for women to collect fuel wood by more than 40%, and improves air quality within each household. These stoves have also freed more time to these women to pursue other activities to improve the living conditions of their households and increase their income generation. An example grant project with this impact is the “Market Driven Promotion of Fuel-Efficient Stoves in Haripur District” with the Pakistan Hoslamand Khawateen Network (PHKN) (PAK/SGP/OP6/Y1/STAR/CC/2017/24);
* successes of some NGOs positioning them for “commercialization” (such as GCO supporting several small businesses to create the value chain for moringa products) that potentially can sustain the NGO and their communities with profits from the commercial operations. This would include entrepreneurs who are moringa growers, NGOs, herbal medic centers, private sector organizations and government supported projects planting this tree;
* FAO successfully obtained a GCF funding for a large project for rural development in both Sindh and Punjab provinces. This proposal included climate-smart agriculture supporting indigenous species and plantations, energy efficient cook stoves and various renewable energy technologies, much of which incorporates SGP 6’s successful approach to community mobilization through NGOs and CSOs that facilitates effective implementation of community-based initiatives and support sustainable livelihoods;
* Development of a nationwide Farmers Knowledge Management Network as decided during the “Right to Food – Agenda 2030” workshop, jointly organized by SGP 6, Misereor, FIAN and University of Waterloo. At the time of this Evaluation, the Network has not yet been registered since the registration process by the government is complex and time consuming.

| **Table 7: Assessment of Sustainability of Outcomes** | | |
| --- | --- | --- |
| **Actual Outcomes (as of September 2019) against revised PRF of May 2017** | **Assessment of Sustainability** | **Dimensions of Sustainability** |
| **Actual Outcome 1.1**: Multi-stakeholder platforms/partnerships have been developed for the execution of participatory adaptive management plans to enhance socio-ecological landscape resilience in the Indus Delta area. | * *Financial Resources:* Several ministries of the Sindh Government have expressed interest in financing several SGP initiatives on a larger scale. Financing, however has not been confirmed though the willingness of the Sindh Government to finance these initiatives and partnerships is positive; * *Socio-Political Risks:* High level of acceptance of SGP activities from several ministries of the Sindh Government, a few private sector companies (e.g. Sindh Engro Coal Mining Company) and beneficiary communities, substantially lowering socio-political risks; * *Institutional Framework and Governance:* Several Sindh government ministries (such as the Ministries of Fisheries and Livestock, Agriculture, Forestry and Wildlife, Coastal Development and Environment, and Irrigation) have sought collaborative relationships with SGP as a means of advancing and enhancing the resilience of socio-ecological aspects of the Indus Delta Strategy; * *Environmental Factors:* Environmental impacts of scaling up SGP interventions in the Indus Delta through these multi-stakeholder platforms are highly beneficial with low environmental risk.   ***Overall Rating*** | 3  4  4  4  **3** |
| **Actual Outcome 1.2**: Community organizations in landscape-level networks have built adaptive management capacities by implementing community-level projects and collaborating in managing landscape resources and processes to achieve landscape resiliency and resilient livelihoods. | * *Financial Resources:* Financial resources to sustain SGP activities in the Indus Delta landscape are currently not available. However, there appears to be an abundance of goodwill (in-kind contributions) from all CSOs interviewed in the Indus Delta. With these available resources, sustaining these adaptive management capacities and collaborations is moderately likely; * *Socio-Political Risks:* The perception of CSOs and beneficiary communities of SGP interventions is highly positive, thus reducing socio-political risks; * *Institutional Framework and Governance:* Several Sindh government ministries (such as the Ministries of Fisheries and Livestock, agriculture, Forestry and Wildlife, Coastal Development and Environment, and Irrigation) have sought collaborative relationships with SGP as a means of advancing and enhancing the resilience of socio-ecological aspects of the Indus Delta Strategy; * *Environmental Factors:* Environmental impacts of scaling up SGP interventions in the Indus Delta of through these community organizations are highly beneficial with low environmental risk.   ***Overall Rating*** | 3  4  4  4  **3** |
| **Actual Outcome 1.3**: Strategic projects have been developed and implemented by multi-stakeholder partnerships that have catalysed catalyse broader adoption of specific successful SGP-supported technologies and practices that have been up-scaled to a wider groups of stakeholders. | * *Financial Resources:* Financial resources are available for some of the strategic projects that have been developed to upscale. Some of these initiatives, however, require further funding to either continue the process of replication or to accelerate the pace of replication; * *Socio-Political Risks:* Projects have been replicated amongst beneficiary communities due to low social political risks; * *Institutional Framework and Governance*: Replicated projects have a high degree of involvement with the provincial and national government agencies as well as local government. The Evaluation has interviewed several Sindh provincial government agencies who have mentioned SGP projects as models of intervention that would inform future provincial government programs; * *Environmental Factors:* Environmental impacts of scaling up SGP interventions in the Indus Delta of through strategic projects are highly beneficial with low environmental risk.   ***Overall Rating*** | 3  4  4  4  **3** |
| **Actual Outcome 2.1**: Potential financial partners, policy makers and their subnational advisors and institutions, as well as the private sector have engaged in multi-stakeholder partnerships for the designing, planning and monitoring dissemination and replication of successful energy efficient technologies. | * *Financial Resources:* Financial resources to sustain these partnerships are available for most of the strategic projects. The only one without confirmed financing after SGP 6 would be the upscaling of energy efficient stoves for which financing has not yet been confirmed from the provincial government and the private sector. Furthermore, technical assistance for the training of the installation and operation of the EE stoves (which came primarily from SGP 6) may not be continued due to lack of confirmed financing; * *Socio-Political Risks:* Socio-political risks are low due to a high level of drivenness by all participating stakeholders to replicate these energy efficient technologies; * *Institutional Framework and Governance:* Many of the SGP interventions also involved public sector projects (which have planned, designed and monitored replication such as the use of CEBs for public buildings in Sindh Province) for provincial and national government agencies, using SGP interventions as implementation models; * *Environmental Factors:* Environmental impacts from multi-stakeholder partnerships to replicate energy efficient technologies from SGP interventions through strategic projects are highly beneficial with low environmental risk.   ***Overall Rating*** | 3  4  4  4  **3** |
| **Actual Outcome 2.2**: Multi-stakeholder partnerships have implemented strategic projects to expand adoption of energy efficient technologies. | * *Financial Resources:* Financial resources to sustain a larger program of strategic projects to expand adoption of energy efficient technologies has been confirmed for most strategic projects involving adoption of energy efficient technologies. The exception to this is the lack of confirmed financing to expand the program for energy efficient stoves, which currently relies on SGP funding only; * *Socio-Political Risks:* There are low socio-political risks associated with expanding adoption of all energy efficient technologies implemented during SGP 6 considering the willingness of beneficiary communities to adopt these technologies; * *Institutional Framework and Governance:* There are low institutional framework and governance issues associated with expanding adoption of energy efficient technologies considering the various government entities that have observed these technologies and measures to be highly beneficial to future publicly financed programs of a similar nature; * *Environmental Factors:* Environmental impacts from implementing strategic projects to replicate energy efficient technologies from SGP interventions are highly beneficial with low environmental risk.   ***Overall Rating*** | 3  4  4  4  **3** |
| **Actual Outcome 2.3**: Case studies and reports on project experiences and lessons learned from SGP grant projects have not yet been completed, delaying the completion of multi-stakeholder partnerships (with local policy makers and provincial and national advisors) that were to organized policy and innovation platforms to discuss potential policy innovations on the basis of these studies and reports. | * *Financial Resources:* Financial resources to organize platforms and workshops for discussing potential policy innovations based on SGP project experiences are not likely to be confirmed prior to the terminal date of the project of 16 March 2020. These platforms and workshops would be organized if there were case studies completed on various 38 grant projects of SGP 6. However, the completion date of these case studies is not likely until early 2020, to close to the SGP 6 terminal date; * *Socio-Political Risks:* Due to the benefits demonstrated by SGP interventions, socio-political risks will be low for workshops or mechanisms for information sharing and policy innovation platforms and workshops. This work is likely to be sustained after the completion of SGP 6 by the Small Grants Action Network (SGAN) that was formed during SGP 5 amongst all SGP grantees from SGP4, SGP 5 and SGP 6; * *Institutional Framework and Governance:* The Government of Sindh’s the Ministries of Fisheries and Livestock, agriculture, Forestry and Wildlife, Coastal Development and Environment, and Irrigation has been strongly supportive of SGP interventions and view SGP interventions as a means of informing future implementation of publicly funded and similar interventions. However, the continued involvement of the Ministry of Climate Change (MoCC) on an SGP-type of programme is currently questionable given their peripheral involvement with SGP 6 over the past 12 months; * *Environmental Factors:* Environmental impacts from scaling up SGP interventions due to innovative policy platforms and workshops are likely to be will 2are highly beneficial with low environmental risk.   ***Overall Rating*** | 2  4  3  4  2 |
|  | ***Overall Rating of Project Sustainability:*** | **2** |

# conclusions, recommendations and lessons

1. The overall rating for Pakistan SGP 6 Project is *satisfactory*. The Project has generated some outstanding and positive environmental initiatives. This conclusion has been drawn from visits to over 18 grant projects (15 of which were in the Indus Delta landscape), and feedback from 9 CSO and NGO personnel whose projects the Evaluator was not able to visit. As this comprises over 60% of all grant projects in SGP 6, the Evaluator draws these conclusions with a high degree of confidence. Moreover, field progress of all the grant projects observed during the evaluation has been excellent with strong evidence of community involvement and enthusiasm for the receipt of SGP resources, CSO/NGO guidance, implementation of activities related to environmental rehabilitation, sustainable livelihoods, and low carbon technologies that lead towards a sustainable rate of natural resource extraction, and enhancement of environmental conditions to increase food stocks and improve household air quality. A significant proportion of these projects involve participation and the generation of benefits to females and youth of these communities. There has also been a number of these projects that have “self-replicated” based on the success of the original SGP 6 grant projects (see Paras 89-90).
2. Most notably, the impact of SGP 6 in Pakistan has generated a lot of attention within the Government of Sindh and the several local governments in the Indus Delta, important linkages if these SGP initiatives are to be upscaled through other sources of financing, such as through government programs or larger donor programs (as mentioned in Para 109). There has also been considerable interest expressed by the private sector in upscaling of some of the SGP 6 projects including mangrove rehabilitation, lake rehabilitation, moringa plantation, and the manufacture of compressed earth blocks (Paras 46, 55 and 84). The efficiency of delivery of the 38 grant projects within SGP 6 has been impressive with all 38 grant projects reporting completion by Month 19 out of a 36-month GEF project (Para 101).
3. However, without *the establishment of* m*ulti-stakeholder platforms* and no confirmed resources for a follow-up project to SGP 6 Pakistan (Para 106), SGP 6 is in danger of not being able to sustain the interest and momentum that has been built for replication and upscaling of many of its excellent grant projects. This has been due to a number of factors:

* The knowledge products and case studies for dissemination to a wider spectrum of stakeholders in a policy and innovation platform (as required under Outcome 2.3) have not yet been delivered. Though this Terminal Evaluation is being conducted 5 months prior to the terminal date of 16 March 2020, the delivery of these knowledge products and case studies is essential to inform other development partners of the benefits of other SGP 6 interventions and catalysing their interest in replicating and upscaling these initiatives. This would include, inter alia, rehabilitation of mangrove forests and deltaic lakes within the Indus Delta, and increasing the use of compressed earth blocks and energy efficient cookstoves. Though interest in some of the SGP 6 interventions has been expressed by the Government of Sindh and local governments, earlier delivery of the production and dissemination of knowledge products and case studies by the CPMU for these SGP 6 initiatives would have likely resulted in formal proposals for replication financing;
* The outreach of SGP 6 to the UNDP Country Office and the Ministry of Climate Change has been weak, cited as a primary factor to the absence of confirmed funds for a follow-up project to SGP 6. A primary contributor to this weak outreach has been the location of the SGP 6 office in Hyderabad, a location far removed from easy travel to and from Islamabad. While this location serves the stakeholders of the Indus Delta landscape very well, it is of equal importance for SGP 6 to be able to convey the important work being done by SGP initiatives to the UNDP Country Office which in turn can inform both MoCC and the large network of donors and donor projects in Islamabad of the opportunities for promising development projects implemented by SGP 6 (Para 70). Moreover, this location makes it more difficult for members of the SGP 6 NSC to convene for annual or more frequent meetings, given that they reside in cities throughout Pakistan, and considering the low allocations for travel budgets in SGP 6. This has resulted in no NSC meetings being convened since September 2018. Similarly, a multi-stakeholder platform in the Indus Delta landscape would be difficult to convene due to difficulties for many of these stakeholders to travel to a common location within the landscape;
* The lack of effective interactions between the CPMU and the UNDP Country Office. Though the CO did make a few monitoring visits, notably one by the Country Director in early 2018, there is evidence of little to no follow-up by the CPMU and the CO after this visit with only sporadic communications between the CPMU in Hyderabad and the UNDP CO. The primary reason for the lack of effective interactions has been the availability of limited funds for field visits, as mentioned by both the CO and CPMU. This has resulted in support clearly not materializing from the CO for larger projects that could be replicated on a larger scale, and possibly funded through GEF as a full-size Project or by other donors (Para 70). Considering the need for improved communications between the CPMU and the CO and the 3% Implementing Agency fee provided to the Country Office from GEF, more visits to SGP 6 sites could have been undertaken that would have resulted in improved and closer collaboration with the CPMU. Without constructive and effective support for SGP 6 Pakistan (that has contributed to very low morale on the CPMU over the past 10 months), the CPMU in Hyderabad will experience difficulties in delivering all of its outputs and desired outcomes for its terminal date of 16 March 2020.

## Corrective actions for the design, implementation, monitoring and evaluation of the project

1. *Action 1 (to UNDP and UNOPS): To improve the design of SGP 6, future SGP projects in Pakistan and other UCPs:*

* Prepare defined and budgeted activities to build strong institutional partnerships that results in institutionalized project results in the final year of a project. This would include activities such as meetings, workshops, field trips and awareness raising material. While this did occur on a few SGP 6 projects, the IA (UNDP) or IP (UNOPS) needs to take the lead on institutionalization of positive project results;
* Project documents should include capacity assessments and more flexibility to increase M&E budgets in subsequent SGP phases, if required, to more effectively collect gender-disaggregated field information on grantee capacities;
* Allocate sufficient funds to support CPMU for its own capacity building and logistical support for M&E. In the case of Pakistan, more care should have been taken by the CPMU to estimate the required allocation of sufficient funds for travel throughout Pakistan accounting for the actual difficulties of travel to certain areas including the Northern areas of Pakistan;
* Provide sufficient PPG budgets or provide stronger oversight support for SGP project preparations to ensure that the aforementioned items are provided in the ProDoc during the PPG phase;
* Ensure that future SGP projects, notably those with a field office is located remotely from a UNDP Country Office has sufficient support from the CO that includes sufficient travel budgets, and qualified personnel to manage communications between the 2 offices.

1. *Action 2 (to CPMU): To improve implementation towards the conclusion of SGP 6, and for implementing future SGP projects in Pakistan and other UCPs:*

* immediate actions are required to develop the necessary SGP 6 knowledge management products that convey the environmental and gender disaggregated social benefits of SGP 6 activities and lessons learned. SGP 6 activities in Pakistan have provided excellent developmental results that have a high potential for replication. However, without any knowledge products to be disseminated on the web or in hard copy to other potential beneficiaries, the scope for replication and scale up of these initiatives will be significantly constrained;
* immediate actions are also required to convene an NSC meeting with the most important participants being the Ministry of Climate Change. The absence of an NSC meeting in 2019 does not help SGP 6 Pakistan in terms of coordinating knowledge product dissemination, and also constrains the ability of the project to continue into an SGP 7. Thus, as a top priority of the CPMU, a final NSC meeting needs to be convened as soon as possible, and preferably before the end of 2019.

1. *Action 3 (to UNDP and UNOPS): SGP Country Teams (or CPMUs) or SGP Implementing Partners should maintain and regularly update an SGP database that can generate a coherent global outlook on SGPs progress and performance*. The Evaluator notes that the Pakistan CPMU provided a spreadsheet containing information of all SGP grantees and projects. However, the spreadsheet was not used for reporting monitoring of progress, and updating of the listing of SGP projects global SGP website: [www.sgp.undp.org](http://www.sgp.undp.org) (Para 60). Keeping this database updated will not only minimize the workload of the CPMU, but it would also provide useful information for Evaluators and potential donors (public and private) to generate their interest in providing funds for replication or scaling up of SGP initiatives. The Evaluator strongly suggests that additional fields on this spreadsheet that would be useful would include information for global benefits of the various thematic focus areas such as CO2 emissions reduced (for CCM projects), hectares of land where agricultural production has been increased (for LD projects), and other indicators (such as hectares of land) that reflect improvements in biodiversity.
2. *Action 4: (to UNDP and UNOPS): In instances where the efforts to convene NSC meetings involves extensive travel, establish mechanisms for virtual meetings to possibly support the SGP Country Programme not only during project selection but also implementation.* The lack of budget for the National Coordinator to travel from Hyderabad to Islamabad has hurt the ability of the SGP 6 Project to fully inform MoCC and the Country Office of the progress and more exposure of SGP 6 and their developmental benefits and best practices. In addition, the logistics of travel for a number of NSC members from all regions throughout Pakistan was also proving to be difficult. Given the quality of the internet throughout Pakistan, the use of virtual meetings would be very helpful

## Actions to follow up or reinforce initial benefits from the project

1. *Action 5 (to MoCC): Provide time to the CPMU to present their developmental results from their entire portfolio of SGP grant initiatives, and to evaluate their national benefits and possible linkages to nationally supported programs*. The Evaluator notes that there was strong support from MoCC for SGP 6 prior to October 2018, at which time the Chair of the NSC for SGP 6 was moved to another position. In the absence of this person after October 2018, the experience of implementing and lessons learned from SGP 6 Pakistan grant projects will not be properly incorporated into the experiences with the Pakistan government. There are several initiatives that have been completed by SGP 6 Pakistan where community mobilization has led to outstanding developmental results including lake rehabilitation in the Indus Delta, mangrove reforestation, promotion of high-value livestock farming, the manufacture, sale and usage of compressed earth blocks for thermal properties that promote low carbon housing structures, and community mobilization to promote efficient natural resource usage (that includes irrigation water usage and forestry wood extraction). The participation of MoCC as a keynote speaker at a Terminal Workshop for SGP 6 would be essential if the lessons learned and developmental results of SGP 6 Pakistan are to be carried forward for future projects in these areas.
2. *Action 6 (to UNDP CO, the CPMU and the NSC): Provide support to the CPMU to facilitate increased dialogue and closer consultations with MoCC to catalyze their interest in the positive developmental results of and lessons learned from implementing SGP 6 Pakistan*. Activities should include:

* the UNDP CO facilitating and setting up informal discussions between MoCC and the CPMU within the next 2 to 3 months to familiarize MoCC with ongoing and past SGP activities, their impacts on beneficiary stakeholders, and actions moving forward to replicate and scale up these initiatives. Though the CPMU will finalize a list of initiatives to take into this discussion, the Evaluator notes that the following SGP initiatives are strong selections to be taken forward on discussions with the MoCC: lake rehabilitation in the Indus Delta, mangrove reforestation, promotion of high-value livestock farming, the manufacture and usage of compressed earth blocks for thermal properties that promote low carbon housing structures, and community mobilization to promote efficient natural resource usage (that includes irrigation water usage, use of energy efficient cookstoves and forestry wood extraction);
* working closely with MoCC in the preparation of knowledge management products that promote these SGP initiatives, and in the distribution and posting of these products to MoCC websites and other related government websites that could link SGP initiatives with public and privately funded programs for replication and upscaling;
* presentation of SGP 6 Pakistan developmental results and lessons learned other to potential institutional partners, donors and the private sector at an SGP 6 Terminal Workshop to be held in February or March 2020. An earlier date for this workshop is preferred in the event follow-up is required for attendees interested in a continuation of SGP grant activities; and
* formalizing institutional and financing arrangements resulting from any positive discussions from an SGP 6 Terminal Workshop that could provide support for the replication and upscaling of the SGP initiatives. This could include an outcome of the Terminal Workshop where there are policies emanating from an SGP grant project to financing made available by public institutions for supporting these SGP initiatives. This should be result in the drafting of a forward-looking plan of action for supporting community level interventions that are fully aligned with the rest of the UNDP CO programme as well as the priorities of the Government of Pakistan.

## Proposals for future directions underlining main objectives

1. *Action 7 (to UNDP, UNOPS and MoCC): Future projects (including future SGP OPs) should continue their focus on project selections using a clustered and landscaped approach*. Outside of the Indus Delta, SGP 6 grant projects were fairly scattered but did expose a number of initiatives for replication and scale up. By clustering them within a particular district, learning between grant projects can be more easily facilitated and global benefits would be more easily generated and credibly claimed by the SGP. For example, a clustered approach in Gilgit Baltistan to promote community stewardship and water replenishment for irrigation and sustainable livelihoods could be replicated, and it more easily implemented in terms of monitoring.
2. *Action 8 (to UNDP): Identify sources of funding that could be used to compare and publish technical data related to the performance and specifications of compressed earth blocks for the purposes of increasing market share of CEBs throughout Pakistan.* Notwithstanding the interest and sales of CEBs to various building companies throughout Pakistan, there is a need for more technical information on the thermal and strength performance of CEBs. This may include actual tests on compressive strength and thermal properties for a wide variety of CEB products of various dimensions, and any other technical specifications that would enhance the marketability of CEB products. The results of these performance specifications need to be properly certified, published, and disseminated on appropriate websites and other media, and in close collaboration with the appropriate institutions within the Government of Pakistan. If there are sufficient funds remaining on SGP 6 and if proper and cost-effective arrangements can be made with the appropriate testing institutions, these tests could be conducted prior to the EOP of SGP 6.
3. *Action 9 (to UNDP CO, the CPMU and the NSC): For future SGP projects in Pakistan, implementers need to recognize the importance of healthy interactions and consultations with CO on the future direction of SGP activities in Pakistan, including those financed by the GEF Corporate Programme as well as via other sources.* This recommendation is made to ensure that communications of all parties implementing the SGP projects in Pakistan adhere to the spirit of the SGP Operational Guidelines that recognizes the important role of the CO in future programming of UCP-SGP Projects in Pakistan.

## Best and worst practices in addressing issues relating to relevance, performance and success

1. *Lesson #1: Care is required in locating an SGP project field office in a location remote from a UNDP Country Office*. Hyderabad in the view of the Evaluator was deemed as a challenging location for a field office (due to its poor logistics respect to access to Islamabad and Karachi, and the added difficulties in travelling there without reliable air connections). The CPMU office could have been moved at the suggestion of the SGP Chair during the September 2018 NSC meeting. It was the view of the Chair that the developmental results and valuable lessons learned from SGP 6 implementation of community-based environmental initiatives was important to be exposed to MoCC, other GoP institutions, and donors based in Islamabad (Para 70). However, without proper budgeting, foresight and initiative to adaptively manage the project, this move to Islamabad was never seriously considered. In hindsight, and notwithstanding the 3-year duration of SGP 6 (short for most GEF projects), two offices, one in Hyderabad and one in Islamabad, would have resulted in better support from the Country Office to SGP 6 (Para 70). In hindsight, if an MTR were conducted in September 2018, it may have concluded that the CPMU should have been relocated in Islamabad, especially towards the 2nd half of SGP, reinforcing the suggestion by the SGP 6 NSC chair during the 18 September 2018 NSC meeting that moving the office to Islamabad would have multiple benefits for SGP in terms of its exposure with the national governments and bilateral and multilateral donors located in Islamabad, and increasing its potential for replication, scale up and continued implementation after SGP 6.
2. *Lesson #2: SGP Projects should have specific gender-sensitive communication plans especially if dissemination of knowledge products to upscale and replicate useful SGP initiatives is an important intended outcome.* The Evaluator has not come across any communication plans on SGP 6. The result of the absence of a communications plan has been a lack of priority of the CPMU to prepare any such knowledge products since the completion of the grant projects in November 2018. The benefits of the early preparation of knowledge products could have been profound in terms of informing MoCC and Government of Pakistan agencies of the excellent developmental results of the work of SGP 6.
3. *Lesson #3: In consideration of how SGP budgets are managed, it is important to ensure that there are sufficient budget allocations for the provision of the monitoring and evaluation of all SGP activities including travel for monitoring and promotion of SGP achievements.*  Throughout SGP 6, a recurring reason for a lack of visits to many of the SGP 6 grant sites has been the lack of travel budget. In addition, this has also limited travel to other locations (such as in Bangkok) to promote the achievements of SGP 6 Pakistan. Careful planning to allocate these travel budgets should have been conducted during the Inception Workshop instead of relying on the ProDoc budgets.
4. *Lesson #4: All successful projects need effective and productive consultations with all stakeholders. The omission of any of these stakeholders is certain to increase the risk of any project not achieving all of its objectives*. While SGP 6 had excellent relations with grantees from effective consultations, it did not have productive relationships built with the UNDP CO and by extension, MoCC. This led to a failure of SGP 6 to effectively promote and scale-up the SGP 6 grant activities, especially within the Indus Delta landscape. An SGP 6 office in Islamabad should have been considered as mentioned in Lesson #1 (Para 123) that would have enabled the CPMU to more regularly communicate with the UNDP CO and the MoCC.

# Appendix A – Mission Terms of Reference for SGP 6 Project terminal Evaluation

Title: UNDP-GEF Terminal Evaluation Consultant

Project: Multiple

Duty station: Home Based

Section/Unit: NYSC SDC GMS

Contract/Level: ICS-11/IICA-3

Supervisor: Manager GMS, Mr. Edriss Riffat

* + - 1. General Background

The Small Grants Programme (SGP) is a corporate programme of the Global Environment Facility (GEF) implemented by the United Nations Development Programme (UNDP) since 1992. SGP grant-making in over 125 countries promotes community-based innovation, capacity development, and empowerment through sustainable development projects of local civil society organizations with special consideration for indigenous peoples, women, and youth. SGP has supported over 20,000 community-based projects in biodiversity conservation, climate change mitigation and adaptation, prevention of land degradation, protection of international waters, and reduction of the impact of chemicals, while generating sustainable livelihoods.

Since 2008, following an SGP Upgrading Policy, nine SGP Country Programmes (Bolivia, Brazil, Costa Rica, Ecuador, India, Kenya, Mexico, Pakistan, and Philippines) were upgraded at the beginning of OP-5 in 2011, with each of these country programmes becoming a separate Full Sized Project after cumulative grants disbursement of USD 6 million over 15 years. Another six SGP Country Programmes (Eqypt, Indonesia, Kazakhstan, Peru, Sri Lanka, and Thailand) were upgraded at the beginning of OP-6 in 2016. These 15 Upgraded Country Programmes (UCPs) follow the same programmatic approach as other SGP country programmes to achieve global benefits through local community and civil society action, but are placing an emphasis on integrated solutions at the landscape level that can address the combination of income, food security, environmental and social issues that confront rural communities. With each successive Operational Phase, SGP has refined its approach and streamlined its focus. This evolution has been marked by a gradual change from funding stand-alone projects during the original pilot phase, to building progressively greater levels of coherence, consolidation, and strategic focus within a County Programme’s project portfolio. This has culminated in the adoption of the current community-based landscape and seascape approach, which forms a central feature of OP-6.

The proposed interventions are aimed at enhancing social and ecological resilience through community- based, community-driven projects to conserve biodiversity, optimize ecosystem services, manage land (particularly agro-ecosystems) and water sustainably, and mitigate climate change. The pilots will build on experiences and lessons learned from previous SGP operational phases, and lessons learned from the COMDEKS Programme, to assist community organizations in carrying out and coordinating projects in pursuit of outcomes they have identified in landscape plans and strategies. Coordinated community projects in the landscape will generate ecological, economic and social synergies that will produce greater and potentially longer-lasting global environmental benefits, as well as increased social capital and local sustainable development benefits. Multi-stakeholder groups will also take experience, lessons learned, and best practices from prior initiatives and implement a number of potential scaling up efforts during this project’s lifetime.

* + - 1. Purpose and Scope of Assignment

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP supported GEF financed projects are required to undergo a terminal evaluation upon completion of implementation.

The successful candidates will be assigned to conduct TEs in the following SGP Country Programmes: Costa Rica, Ecuador, Pakistan and others as needed.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

* + - 1. Monitoring and Progress Controls

An overall approach and method for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included in the TOR (Annex C). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence‐based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Advisor/UCP Global Coordinator and key stakeholders. The evaluator is expected to conduct a field mission to SGP project sites as determined. Interviews will be held with determined key organizations and individuals.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

|  |  |  |  |
| --- | --- | --- | --- |
| **Evaluation Ratings:** | | | |
| **1. Monitoring and Evaluation** | ***rating*** | **2. IA & EA Execution** | ***rating*** |
| M&E design at entry |  | Quality of UNDP Implementation – Implementing Agency  (IA) |  |
| M&E Plan Implementation |  | Quality of Execution – Executing Agency (EA) |  |
| Overall quality of M&E |  | Overall quality of Implementation / Execution |  |
| **3. Assessment of Outcomes** | ***rating*** | **4. Sustainability** | ***rating*** |
| Relevance |  | Financial resources |  |
| Effectiveness |  | Socio-political |  |
| Efficiency |  | Institutional framework and governance |  |
| Overall Project Outcome Rating |  | Environmental |  |
|  |  | Overall likelihood of sustainability |  |

**Project Finance / Co-Finance**

# The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Co-financing (type/source) | UNDP own financing  (mill. US$) | | Government (mill. US$) | | Partner Agency (mill. US$) | | Total (mill. US$) | |
| Planned | Actual | Planned | Actual | Planned | Actual | Planned | Actual |
| Grants |  |  |  |  |  |  |  |  |
| Loans/Concessions |  |  |  |  |  |  |  |  |
| * In-kind support |  |  |  |  |  |  |  |  |
| * Other |  |  |  |  |  |  |  |  |
| Totals |  |  |  |  |  |  |  |  |

**Mainstreaming**

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

**Impact**

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.

**Conclusions, Recommendations & Lessons**

The evaluation report must include a chapter providing a set of **conclusions**, **recommendations** and **lessons**. Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

**Evaluation Deliverables**

The consultant is expected to deliver the following:

|  |  |  |  |
| --- | --- | --- | --- |
| Deliverable | Content | Timing | Responsibilities |
| **Inception Report** | Evaluator provides clarifications on timing  and method | No later than 2 weeks before the evaluation mission | Evaluator submits to UNDP CO |
| **Presentation** | Initial Findings | End of evaluation mission | To project management, UNDP CO |
| **Draft Final**  **Report** | Full report, (per annexed  template) with annexes | Within 3 weeks of the  evaluation mission | Sent to CO, reviewed by RTA, PCU,  GEF OFPs |
| **Final Report[[44]](#footnote-44)** | Revised report | Within 1 week of receiving  UNDP comments on draft | Sent to CO for uploading to UNDP  ERC. |

* + - 1. Qualifications and Experience

The consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the Project Document and should not have a conflict of interest with project’s related activities.

a. Education

• Master’s degree in the areas of environment and sustainable development, or other closely related field

b. Work Experience

• Minimum 7 years’ experience in environmental management, sustainable development or a related field

• Knowledge of and experience with UNDP and/or GEF projects is required

• Experience with the GEF Small Grants Programme is an advantage

• Experience with results-based monitoring and evaluation methodologies

• Demonstrated understanding of issues related to Gender and Biodiversity Conservation, Climate Change and Land Degradation is an asset

• Fluency in English, spoken and written

c. Key Competencies

|  |  |
| --- | --- |
|  | Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization. |
|  | Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion. |
|  | Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, ustainab appropriate leadership styles |
|  | Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role). |
|  | Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on  them. Understands that responsible use of resources maximizes our impact on our beneficiaries. |
|  | Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own ustaina. Performance is consistent, even under pressure. Always pursues continuous improvements. |
|  | Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving. |
|  | Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground. |

# Appendix B – Mission Itinerary (for August-september 2019)

| **#** | **Activity** | **Stakeholder involved** | **Place** |
| --- | --- | --- | --- |
| ***25 August 2019 (Sunday)*** | | | |
|  | Arrival of Roland Wong in Karachi |  |  |
| ***26 August 2019 (Monday)*** | | | |
|  | Travel from Karachi to Hyderabad, Sindh |  |  |
| 1 | Evaluation debriefing meeting with SGP 6 team | UNDP-UNOPS | Hyderabad |
| 2 | Meeting and field visit with President and COO of Green Circle Organization to moringa nursery | Green Circle Organization | Hyderabad |
| 3 | Meeting with Land Tenure Specialist of the FAO Office in Hyderabad | FAO | Hyderabad |
| 4 | Site visit and meeting with TRUCE on Compressed Earth Brick manufacturing plant | TRUCE NGO | Hyderabad |
| 5 | Meeting NPC for SGP 6 | UNDP-UNOPS | Hyderabad |
| ***27 August 2019 (Tuesday)*** | | | |
|  | Travel to Thatta |  |  |
| 6 | Field visit to Keenjhar Lake to meet NGOs | KMDWO and Keenjar Conservation Network | Keenjar lake |
| 7 | Field visit to NGO on conservation of rare goat breed Achhi Tapri | PDO | Tando Muhamamd Khan |
| 8 | Field visit to Fisheries department’s building constructed by SRO made CEBs | SRO NGO | Thatta |
|  | Overnight in Thatta |  |  |
| ***28 August 2019 (Wednesday)*** | | | |
| 9 | Field visit to Indus Delta to see 5 mangrove rehabilitation projects | Shah Bandar Development Society, Coastal Development Association, Sindh Coastal Development Organization, Behar al Sindh Foundation, Hamdam Foundation | Chhachh Jahan Khan, Shahbandar,  Umer Jat,  Mangroves sites inside the delta mudflats |
| 10 | Field visit to crab farming project | Sindh Sahil warfare Association |
| 11 | Field visit EE stoves in the villages of Jat tribe, cameleers community | Kanjhar Creek Communities Association |
| ***ugust 2019 (Thursday)*** | | | |
| 12 | Lake rehabilitation of Chhachh Suleman Khan and Chhachh Jahan Khan | Hamdard Welfare Association | Sujawal |
| 13 | Meeting with local Sujawal governor | Sujawal Local Government | Sujawal |
| 14 | Field visit to EE stoves in the villages along the River Indus | Rehmat Development Org | Shahbandar,  Aatharki, Katiar village |
|  | Travel to Hyderabad |  |  |
| ***30 August 2019 (Friday)*** | | | |
| 15 | Meeting with Chief Conservative Forests | Sindh Forest Department | Hyderabad |
| 16 | Meeting with Project Manager utilizing CEBs in development complex | Saima Builders | Hyderabad |
| 17 | Meeting with Dr Bakhshal Lashari and Dr R.B.Mahar | Water Institute of Mehran University of Engineering and Technology | Jamshoro |
| 18 | Meeting with Mr. Rana Shafique | Small Grants Action Network (SGAN) | Hyderabad |
| ***31 August 2019 (Saturday)*** | | | |
|  | Travel to Karachi |  |  |
| 19 | Meeting with Secretary Fisheries and Livestock | Sindh Fisheries and Livestock Department | Karachi |
| 20 | Meeting with CSR Chief | Pakistan Petroleum Limited (PPL) | Karachi |
| 21 | Field visit to WAR NGO site to meet beneficiaries | WAR | East port area of Karachi |
|  | Fly to Islamabad |  |  |
| ***1 September 2019 (Sunday)*** | | | |
|  | Work on report |  |  |
| ***2 September 2019 (Monday)*** | | | |
| 22 | Field visit to village with Pakistan Hoslamand Khawateen Network (PHKN) on energy efficient stoves and the impacts of the project | Pakistan Hoslamand Khawateen Network (PHKN) | Haripur |
| 23 | Meeting with 9 NGOs for briefing on their projects | Taleem Foundation, OISD, EWO, AKHMT, MGPO, CSCCC, GRDP, PHKN, ECDO from Swat | Islamabad |
| 24 | Field visit to a re-cycling composting facility managed by AHKMT | Dr. Akhter Hameed Khan Memorial Trust (AHKMT) | Islamabad |
|  | Field visit to a CEB plant of EWO | Ecological Welfare Organization (EWO) | Southeast of Islamabad |
| ***3 September 2019 (Tuesday)*** | | | |
| 25 | Visit with UNDP CO | UNDP Pakistan | Islamabad |
| ***4 September 2019 (Wednesday)*** | | | |
|  | Departure of Roland Wong from Islamabad |  |  |
| ***5 September 2019 (Thursday)*** | | | |
| 26 | Skype call with UNDP CO, Resident Representative | UNDP Pakistan |  |
| ***6 September 2019 (Friday)*** | | | |
| 27 | Skype call with Ms. Diana Salvemini and Mr. Nick Remple | UNDP |  |
| ***12 December 2019 (Thursday)*** | | | |
| 28 | Skype call with Ms. Diana Salvemini and Mr. Nick Remple | UNDP |  |
| ***14 February (Friday)*** | | | |
| 29 | Skype call with Ms. Diana Salvemini | UNDP |  |

Total number of meetings conducted: 29

# Appendix C – List of Persons Interviewed

This is a listing of persons contacted in Hyderabad, the Indus Delta towns and villages, Karachi, Islamabad, and Haripur, and SGP 6 project locations visited by the Evaluator (unless otherwise noted) during the Terminal Evaluation duration. The Evaluator regrets any omissions to this list.

1. Mr. Masood Lohar, National Coordinator, SGP 6 Pakistan;
2. Mr. Chattro Khatri, Program Assistant, SGP 6 Pakistan;
3. Ms. Mehtab Shaikh, Program Assistant, SGP 6 Pakistan;
4. Mr. Ignacio Artaza Zuriarrain, Resident Representative, UNDP Pakistan;
5. Mr. Amanullah Khan, Assistant Resident Representative, UNDP Pakistan;
6. Mr. Usman Manzoor, Programme Officer, UNDP Pakistan;
7. Mr. Muhammad Saleem, Programme Assistant, UNDP Pakistan;
8. Dr. Abdul Waheed, Land Tenure Specialist, FAO, Hyderabad;
9. Mr. Rana Shafiq-ur-Rahman, President, Green Circle Organization, Lahore;
10. Mr. Irtada Rana, Green Circle Organization, Lahore;
11. Mr. Sadam Shah Lakyari, TRUCE/Wincrete, Hyderabad;
12. Mr. Anees Helayo and several community beneficiaries of KMDWO, Keenjhar Lake, Sindh;
13. Mr. Kamal Palari, Keenjar Conservation Network, Keenjhar Lake, Sindh;
14. Mr. Hameed Palari, Keenjar Conservation Network, Keenjhar Lake, Sindh;
15. Mr. Irshad Gandro, Keenjar Conservation Network, Keenjhar Lake, Sindh;
16. Mr. Umar Jan Sarhandi and community beneficiaries, PDO, Tando Muhammad Khan, Sindh;
17. Mr. Ghulam Hussain Khuwaja, SRO, Thatta, Sindh;
18. Mr. Shoukat Malkani, Hamdard Welfare Association, Chhachh Jahan Khan, Sindh;
19. Mr. Uzair Jat, Rehmat Development Org, Shahbandar, Sindh;
20. Mr. Ghaffar Jat, Aatharki, Katiar Village, SIndh;
21. Mr. Akhtar Jat, Aatharki, Katiar Village, SIndh;
22. Mr. Ghani Katiar, Aatharki, Katiar Village, SIndh;
23. Mr. Shafay Bhatti, Kanjhar Creek Communities Association, Katiar Village, SIndh;
24. Mr. Gulzar Malik, Kanjhar Creek Communities Association, Katiar Village, SIndh;
25. Mr. Jan Soomro, Chief Conservative Forest, Sindh Forest Department, Hyderabad, Sindh;
26. Mr. Saud Ahmed, Project Manager, Saima Builders, Hyderabad, Sindh;
27. Dr. Bakhshal Lashari, Water Institute of Mehran University of Engineering and Technology, Jamshoro, Sindh;
28. Dr. R.B. Mahar, Water Institute of Mehran University of Engineering and Technology, Jamshoro, Sindh;
29. Mr. Rana Shafique, Small Grants Action Network, Hyderabad, Sindh;
30. Dr. Aijaz Mahesar, Secretary Fisheries and Livestock, Fisheries and Livestock Department, Government of Sindh, Karachi;
31. Ms. Anita Shah, Chief CSR, Pakistan Petroleum Limited, Karachi;
32. Ms. Beena Hassan and the community beneficiaries, WAR, Karachi;
33. Dr Amjad, Taleem Foundation,
34. Mr. M. Raees, OISD,
35. Mr. Hameed, EWO, Islamabad;
36. Ms. Irum Fatima, AKHMT,
37. Ms. Sumera Gul, MGPO,
38. Ms. Muneeb Ahmed, CSCCC,
39. Dr. Aalam Khan, GRDP;
40. Dr. Faroque Ahmed, GRDP;
41. Ms. Irum Fatima, PKHN, Haripur.

# Appendix D – List of documents reviewed

1. UNDP Project Document for the “6th Operational Phase of the GEF Small Grants Programme in Pakistan”, December 2016;
2. “Sixth Operational Phase of UNDP- GEF Small Grants Programme in Pakistan - Inception Workshop Report”, May 2017;
3. SGP 6 Project Implementation Reviews (PIRs) for 2018 and 2019;
4. SGP 6 NSC minutes for 3 November 2017 and 12 September 2018;
5. SGP 6 Project BTORs (8 reports);
6. SGP 6 Pakistan reports available on <http://sgppakistan.org/Resources.html>;
7. SGP Operational Guidelines available on: <https://www.sgp.undp.org/key-documents-191/...sgp...operational-guidelines/file.html>

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# Appendix e – project planning MATRIX for SGP 6 Project (from 22 march 2017 inception workshop)

|  |
| --- |
| **This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:** |
| **Country Programme Outcome Indicators:**  Number of sound climate change adaptation policies and programmes developed, number of climate change adaptation projects implemented, amount of ozone-depleting substances used, reduction in carbon dioxide emissions from United Nations system-supported interventions, number of protected areas sustainably managed with United Nations system support. |
| **Primary applicable Key Environment and Sustainable Development Key Result Area:** Primary Outcome: Expanding access to environmental and energy services for the poor. UNDP Strategic Plan Secondary Outcome: Mainstreaming environment and energy |
| **Applicable GEF Strategic Objective and Programme: BD4, CCM2, LD2** |
| **Applicable GEF Expected Outcomes: BD 4** Outcome 9.1: Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management. LD Outcome 3.1 Support mechanisms for SLM in wider landscapes established; CC2 Programme 3 Promote integrated low-emission systems |
| **Applicable GEF Outcome Indicators:**  **BD 4**: Indicator 9.1 Indicator 9.1 Production landscapes and seascapes that integrate biodiversity conservation and sustainable use into their management preferably demonstrated by meeting national or international third-party certification that incorporates biodiversity considerations (e.g. FSC, MSC) or supported by other objective data. LD 3: Indicator 3.1: Demonstration results strengthening cross-sector integration of SLM; **CC2:** Indicator 4. Deployment of low GHG technologies and practices |

| **Objectives/Outcomes** | **Indicator** | **Baseline** | **Target – End of Project** | **Source of verification** | **Risks ® and Assumptions (A)** |
| --- | --- | --- | --- | --- | --- |
| **Project Objective**: To enable community organizations in Pakistan to take collective action for adaptive management for socio-ecological resilience – through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development in key landscapes and rural/urban communities | Area under resilient landscape management whose biodiversity, agro-ecosystems, and sustainable livelihoods are protected  Increased use of renewable energy or energy efficiency technologies at community level  Increased number of organizations, especially those led by women, improving the technical, social and financial sustainability of their organizations.  Number of communities, especially women, whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the landscape.  Number of case studies and publications documenting lessons learned from SGP-supported projects that include gender-disaggregated data and results, as relevant | 2,000 hectares  10 organizations  5 communities (number of direct beneficiaries 210,000 Female and 140,000 Male)  4 case studies | 12,000 hectares *[revised* *against* *original* *target* *of* 30*,000* *after* *IWR]*  10,804.5 tons of CO2e avoided over three years  20 organizations  10 communities  4 case studies, 25-32 project reports and lessons learned, and 1 report of multi-stakeholder group performance | Management plans, site visits, stakeholder consultations  Project Reports  APR/PIR Reports  MTE/FT Evaluations  NC reports on the advance of projects  M&E system of the project keeps track of progress towards targets. | R: Communities focus on immediate needs/projects without broader linkages to landscape resilience  A: Sufficient number of communities working within the landscape, with strategic projects, promoting a landscape approach, will lead to tipping point in building landscape resilience  A: Communities will accept to experiment with unfamiliar renewable energy technologies |
| **Component 1**- Resilient rural landscapes and seascapes of Pakistan’s Indus Delta for sustainable development and global environmental protection | | | | | |
| Outcome 1.1: Multi-stakeholder platforms/ partnerships develop and execute participatory adaptive management plans to enhance socio-ecological landscape resilience in the Indus Delta area. | 1.1.1 Number of gender-responsive multi-stakeholder governance platforms/partnerships established and strengthened to support participatory landscape / planning and adaptive management in the landscape | While there are ad-hoc associations on various thematic issues e.g. the Pakistan Mangroves Society Cooperative, there is not a cross-cutting multi-stakeholder entity (composed of local organizations) monitoring ecological processes at a landscape level | 1  *[to* *be* *linked* *with* *SGP* *network* *and* *as* *on-going* *effort* *rather* *than* *OP6* *target* *alone]*  *To* *be* *considered* *for* *future* | Charter/MOU agreements  Documentation/minutes of platform meetings  Existence of landscape strategy | R. Platforms and partnerships do not endure past project duration  R. Local communities do not fully understand relevance of a landscape strategy or management plan.  A. Governance platforms can be established and are effective vehicles for landscape planning  A. There is fair representation of various interest groups residing in the Indus Delta in developing the management plan and landscape strategy |
| 1.1.2 Number of participatory landscape strategies and management plans for targeted landscape | 0- there is currently no specific landscape strategy and management plan in place regarding the Indus Delta. | 1 landscape strategy *[refers* *to* *relevant* *updation/* *changes* *of* *LS]* |
| 1.2. Community organizations in landscape-level networks build their adaptive management capacities by implementing community-level projects and collaborating in managing landscape resources and processes to achieve landscape resiliency and resilient livelihoods | 1.2.1 Number of community-based and gender mainstreamed projects implemented by CBOs and NGOs in partnership with others in the targeted landscape | 1 project: IUCN working on the conservation of mangroves | Approx. 25-32 [revised against a target of 35 in IWR; refers to number of grants/actual projects] | * agreements and evidence of disbursement * Steering Committee minutes outlining the boundaries of the landscape * Landscape strategy and management plan * Project implementation reports * APR/PIR * Midterm Review | R. Investments from SGP provide one-off support which is not sustained over time and cannot build resilience.  A. CBO initiatives will succeed in building landscape resilience over the medium-to-long-term |
| 1.2.2 Increased area under management for biodiversity conservation and sustainable use | 2,000 hectares | 6,000 hectares |
| 1.2.3 Increased number of species targeted for conservation | 4 | 8 |
| 1.2.4 Increased area of agricultural land under agro-ecological practices and systems that increase sustainability and productivity and/or conserve crop genetic resources | 150 hectares | 6,000 hectares |
| 1.2.5 Increased alternative livelihoods for men and women and innovative products developed through support of services for ecotourism, green value chains, agroforestry, sustainable fisheries, livestock, waste management projects, and access to markets | Ecotourism: 1  Agroforestry: 4 projects  Waste management: 1  Sustainable Fisheries: 1 | 5 new small-scale eco-friendly community enterprises |
| 1.3: Strategic projects are developed and implemented by multi-stakeholder partnerships that catalyze broader adoption of specific successful SGP-supported technologies, practices or systems and are upscaled to a to a wider area and/or groups of stakeholders. | 1.3.1 Number of strategic projects developed to upscale use of SGP-initiatives beyond the targeted landscape  *[term* *strategic* *means* *in* *terms* *of* *design* *and* *approach* *and* *not* *grant* *value]* | 0 | 2 on piloting agro-ecological technologies/systems in different regions of the country. | * Contracts with CBOs * Project implementation reports * APR/PIR * Midterm Review | R. Adoption of technologies are upscaled to limited areas  A. Successes can be replicated and upscaled |
| **COMPONENT 2-** Demonstration, deployment and transfer of renewable energy and energy efficient technologies and approaches that promote conservation and enhancement of carbon stocks | | | | | |
| 2.1: Potential financial partners, policy makers and their national/subnational advisors and institutions, as well as the private sector form multi-stakeholder partnerships to engage in designing, planning and monitoring dissemination and replication of successful energy efficient technologies, practices or systems | 2.1.1 Number of mixed or male-female multi-stakeholder partnerships engaged in designing, planning and monitoring dissemination of energy efficient technologies | 0 | 1  (ensure gender balance as appropriate) | * pilots and demonstrations * multi-stakeholder partnership agreements * dissemination plan/activities | R. Funding is unavailable to replicate and disseminate successful energy efficient technologies, systems and practices.  A. There is the political will to design, use and disseminate successful energy efficient technologies, practices and systems |
| 2.2: Multi-stakeholder partnerships implement strategic projects to expand adoption of energy efficient technologies | 2.2.1 Number of strategic projects (up to USD 150,000) to implement strategies enabling and facilitating upscaling of application of renewable energy or energy efficiency technologies | 0 | 1 | * Project implementation reports * APR/PIR * Midterm Review * Site visits | R. Funding and technical inputs from prospective partners are lacking to fully expand adoption of energy efficient technologies.  A. CBOs will be able to translate benefits of use and disseminate technologies to other communities |
| 2.3 Multi-stakeholder partnerships, local policy makers and subnational/ national advisors organized in policy and innovation platforms discuss potential policy innovations based on analysis of project experience and lessons learned. | 2.3.1 Number of case studies, publications and lessons learned that include gender-disaggregated data and results, as relevant | 4 | 1 case study on Indus Delta  *25-32* *lessons* *learned* *documents* *from* *each* *project* *implemented* *that* *includes* *gender-disaggregated* *results* *[adjusted* *against* *original* *target* *of* *35* *after* *IWR]* | * Case studies * Lessons learned * Publications on SGP-06 | A. Publications, lessons learned and case studies promote knowledge management in other landscapes. |

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# Appendix f – gef core indicaTORS AT TE FOR SGP6 pakistan [PIMS ID 4515]

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Core Indicator 1** | **Terrestrial protected areas created or under improved management for conservation and sustainable use** | | | | | | | | | ***(Hectares)*** |
|  |  | | | | *Hectares (1.1+1.2)* | | | | | |
|  |  | | | | *Expected* | | | | Achieved | |
|  |  | | | | PIF stage | | Endorsement | | MTR | TE |
|  |  | | | |  | |  | |  |  |
| Indicator 1.1 | Terrestrial protected areas newly created | | | | | | | | |  |
| Name of Protected Area | WDPA ID | IUCN category | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
|  |  | Sum | | |  | |  | |  |  |
| Indicator 1.2 | Terrestrial protected areas under improved management effectiveness | | | | | | | | |  |
| Name of Protected Area | WDPA ID | IUCN category | | Hectares | METT Score | | | | | |
| Baseline | | | | Achieved | |
|  | | Endorsement | | MTR | TE |
|  |  |  |  | |  | |  | |  |  |
|  |  |  |  | |  | |  | |  |  |
|  |  | Sum |  | |  | |  | |  |  |
| **Core Indicator 2** | **Marine protected areas created or under improved management for conservation and sustainable use** | | | | | | | | | ***(Hectares)*** |
|  |  | | | | Hectares (2.1+2.2) | | | | | |
|  |  | | | | Expected | | | | Achieved | |
|  |  | | | | PIF stage | Endorsement | | | MTR | *TE* |
|  |  | | | |  |  | | |  |  |
| Indicator 2.1 | Marine protected areas newly created | | | | | | | | |  |
| Name of Protected Area | WDPA ID | IUCN category | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
|  |  | Sum | | |  | |  | |  |  |
| Indicator 2.2 | Marine protected areas under improved management effectiveness | | | | | | | | |  |
| Name of Protected Area | WDPA ID | IUCN category | | Hectares | METT Score | | | | | |
| Baseline | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | |  |  | |  | |  |  |
|  |  |  | |  |  | |  | |  |  |
|  |  | Sum | |  |  | |  | |  |  |
| **Core Indicator 3** | **Area of land restored** | | | | | | | | | ***(Hectares)*** |
|  |  | | | | Hectares (3.1+3.2+3.3+3.4) | | | | | |
|  |  | | | | Expected | | | | Achieved | |
|  |  | | | | PIF stage | | Endorsement | | MTR | TE |
|  |  | | | |  | |  | |  | *799* |
| Indicator 3.1 | Area of degraded agricultural land restored | | | | | | | | |  |
|  |  |  | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| Indicator 3.2 | Area of forest and forest land restored | | | | | | | | |  |
|  |  |  | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  | *67* |
|  |  |  | | |  | |  | |  |  |
| Indicator 3.3 | Area of natural grass and shrublands restored | | | | | | | | |  |
|  |  |  | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| Indicator 3.4 | Area of wetlands (including estuaries, mangroves) restored | | | | | | | | |  |
|  |  |  | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  | *722* |
|  |  |  | | |  | |  | |  |  |
| **Core Indicator 4** | **Area of landscapes under improved practices (hectares; excluding protected areas)** | | | | | | | | | ***(Hectares)*** |
|  |  | | | | Hectares (4.1+4.2+4.3+4.4) | | | | | |
|  |  | | | | Expected | | | | Achieved | |
|  |  | | | | PIF stage | | Endorsement | | MTR | TE |
|  |  | | | | n/a | | *30,000* | |  | *40,500* |
| Indicator 4.1 | Area of landscapes under improved management to benefit biodiversity | | | | | | | | |  |
|  |  |  | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | | *n/a* | | *15,000* | |  | *15,275* |
|  |  |  | | |  | |  | |  |  |
| Indicator 4.2 | Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations | | | | | | | | |  |
| Third party certification(s): | | | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  | |  | |  |  |
|  | |  | |  |  |
| Indicator 4.3 | Area of landscapes under sustainable land management in production systems | | | | | | | | |  |
|  |  |  | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | | *15,000* | |  | *20,393* |
|  |  |  | | |  | |  | |  |  |
| Indicator 4.4 | Area of High Conservation Value Forest (HCVF) loss avoided | | | | | | | | |  |
| Include documentation that justifies HCVF | | | | | Hectares | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  | |  | |  | *4,832* |
|  | |  | |  |  |
| **Core Indicator 5** | **Area of marine habitat under improved practices to benefit biodiversity** | | | | | | | | | ***(Hectares)*** |
| Indicator 5.1 | Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations | | | | | | | | |  |
| Third party certification(s): | | | | | Number | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  | |  | |  |  |
|  | |  | |  |  |
| Indicator 5.2 | Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial | | | | | | | | |  |
|  |  |  | | | Number | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| Indicator 5.3 | Amount of Marine Litter Avoided | | | | | | | | | |
|  |  |  | | | Metric Tons | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| **Core Indicator 6** | **Greenhouse gas emission mitigated** | | | | | | | | | ***(Metric tons of CO₂e )*** |
|  |  | | | | Expected metric tons of CO₂e (6.1+6.2) | | | | | |
|  |  | | | | PIF stage | Endorsement | | MTR | | TE |
|  | Expected CO2e (direct) | | | |  | *10,804.5 tons* | |  | | *12,605 tons* |
|  | Expected CO2e (indirect) | | | |  |  | |  | |  |
| Indicator 6.1 | Carbon sequestered or emissions avoided in the AFOLU sector | | | | | | |  | |  |
|  |  |  | | | Expected metric tons of CO₂e | | | | | |
| PIF stage | | Endorsement | | MTR | TE |
|  | Expected CO2e (direct) | | | |  | |  | |  |  |
|  | Expected CO2e (indirect) | | | |  | |  | |  |  |
|  | Anticipated start year of accounting | | | |  | |  | |  |  |
|  | Duration of accounting | | | |  | |  | |  |  |
| Indicator 6.2 | Emissions avoided Outside AFOLU | | | | | | | | |  |
|  |  |  | | | Expected metric tons of CO₂e | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  | Expected CO2e (direct) | | | |  | |  | |  |  |
|  | Expected CO2e (indirect) | | | |  | |  | |  |  |
|  | Anticipated start year of accounting | | | |  | |  | |  |  |
|  | Duration of accounting | | | |  | |  | |  |  |
| Indicator 6.3 | Energy saved | | | | | | | | |  |
|  |  |  | | | MJ | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| Indicator 6.4 | Increase in installed renewable energy capacity per technology | | | | | | | | |  |
|  |  | Technology | | | Capacity (MW) | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| **Core Indicator 7** | **Number of shared water ecosystems (fresh or marine) under new or improved cooperative management** | | | | | | | | | ***(Number)*** |
| Indicator 7.1 | Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation | | | | | | | | |  |
|  |  | Shared water ecosystem | | | Rating (scale 1-4) | | | | | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| Indicator 7.2 | Level of Regional Legal Agreements and Regional Management Institutions to support its implementation | | | | | | | | |  |
|  |  | Shared water ecosystem | | | Rating (scale 1-4) | | | | | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| Indicator 7.3 | Level of National/Local reforms and active participation of Inter-Ministerial Committees | | | | | | | | |  |
|  |  | Shared water ecosystem | | | Rating (scale 1-4) | | | | | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| Indicator 7.4 | Level of engagement in IWLEARN through participation and delivery of key products | | | | | | | | |  |
|  |  | Shared water ecosystem | | | Rating (scale 1-4) | | | | | |
| Rating | | | | Rating | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| **Core Indicator 8** | **Globally over-exploited marine fisheries Moved to more sustainable levels** | | | | | | | | | ***(Metric Tons)*** |
| Fishery Details | | | | | Metric Tons | | | | | |
| PIF stage | | Endorsement | | MTR | TE |
|  | |  | |  |  |
| **Core Indicator 9** | **Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products** | | | | | | | | | ***(Metric Tons)*** |
|  |  | | | | Metric Tons (9.1+9.2+9.3) | | | | | |
|  |  | | | | Expected | | | | Achieved | |
|  |  | | | | PIF stage | | PIF stage | | MTR | TE |
|  |  | | | |  | |  | |  |  |
| Indicator 9.1 | Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type) | | | | | | | | |  |
| POPs type | | | | | Metric Tons | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| Indicator 9.2 | Quantity of mercury reduced | | | | | | | | |  |
|  |  |  | | | Metric Tons | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  | | | |  | |  | |  |  |
| Indicator 9.3 | Hydrochloroflurocarbons (HCFC) Reduced/Phased out | | | | | | | | | |
|  |  | | | | Metric Tons | | | | | |
|  |  | | | | Expected | | | | Achieved | |
|  |  | | | | PIF stage | | Endorsement | | MTR | TE |
|  |  | | | |  | |  | |  |  |
| Indicator 9.4 | Number of countries with legislation and policy implemented to control chemicals and waste | | | | | | | | |  |
|  |  |  | | | Number of Countries | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
| Indicator 9.5 | Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities | | | | | | | | |  |
|  |  | Technology | | | Number | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| Indicator 9.6 | Quantity of POPs/Mercury containing materials and products directly avoided | | | | | | | | | |
|  |  |  | | | Metric Tons | | | | | |
|  |  |  | | | Expected | | | | Achieved | |
|  |  |  | | | PIF stage | | Endorsement | | PIF stage | Endorsement |
|  |  |  | | |  | |  | |  |  |
|  |  |  | | |  | |  | |  |  |
| **Core Indicator 10** | **Reduction, avoidance of emissions of POPs to air from point and non-point sources** | | | | | | | | | ***(grams of toxic equivalent gTEQ)*** |
| Indicator 10.1 | Number of countries with legislation and policy implemented to control emissions of POPs to air | | | | | | | | |  |
|  |  |  | | | Number of Countries | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  |  | | |  | |  | |  |  |
| Indicator 10.2 | Number of emission control technologies/practices implemented | | | | | | | | |  |
|  |  |  | | | Number | | | | | |
| Expected | | | | Achieved | |
| PIF stage | | Endorsement | | MTR | TE |
|  |  | | | |  | |  | |  |  |
| **Core Indicator 11** | **Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment** | | | | | | | | | ***(Number)*** |
|  |  |  | | | Number | | | | | |
| Expected | | | | Achieved | |
|  |  |  | | | PIF stage | | Endorsement | | MTR | TE |
|  |  | Female | | | *n/a* | | *n/a* | |  | *145,354* |
|  |  | Male | | | *n/a* | | *n/a* | |  | *118,926* |
|  |  | *Total* | | | *n/a* | | *xxxx* | |  | *264,280* |

# Appendix G – complete listing of projects supported by SGP Grants

| **S.N** | **Project No.** | **NGO** | **Name of Project** | **Location** | **Status** | **Comments** |
| --- | --- | --- | --- | --- | --- | --- |
| **Biodiversity** | | | | | | |
| 1 | PAK/SGP/OP6/Y1/STAR/BD/2017/02 | Behar Al Sindh Foundation (BASF) | Mangroves Forestation and Conservation at Kajher and Seer Creeks | Sujawal, Sindh | Satisfactorily Completed | Evaluator visited these sites on 28 August 2019. More details on Table 3. |
| 2 | PAK/SGP/OP6/Y1/STAR/BD/2017/04 | Coastal Development Association (CDA) | C | Sujawal, Sindh | Satisfactorily Completed | Evaluator visited these sites on 28 August 2019. More details on Table 3. |
| 3 | PAK/SGP/OP6/Y1/STAR/BD/2017/27 | Shah Bunder Development Society (SBDS) | Plant and rehabilitate the Mangroves at Moriser Island | Sujawal, Sindh | Satisfactorily Completed | Evaluator visited these sites on 28 August 2019. More details on Table 3. |
| 4 | PAK/SGP/OP6/Y1/STAR/BD/2017/14 | Hamdam Foundation (HF) | Mangroves reforestation and conservation project | Thatta, Sindh | Satisfactorily Completed | Evaluator visited these sites on 28 August 2019. More details on Table 3. |
| 5 | PAK/SGP/OP6/Y1/STAR/BD/2017/30 | Sindh Coastal Dev Org (SCDO) | Sustainable mangroves forestation at Nasir Island/Kajhar Creek | Sujawal, Sindh | Satisfactorily Completed | Evaluator visited these sites on 28 August 2019. More details on Table 3. |
| 6 | PAK/SGP/OP6/Y1/STAR/BD/2017/11 | Grass Root Development Program (GRDP) | Biodiversity conservation through Ecotourism | Khushab, Punjab | Satisfactorily Completed | Evaluator met Dr. Farouque Ahmed, GRDP representative on 2 September 2019 in Islamabad, who described activities funded with US$41,979 from SGP 6 to enhance ecotourism facilities (mainly guest houses) at Sadullah Lake (Jhelum Valley which is a Ramsar site) that would promote biodiversity, including many migratory waterfowl habitats. More funds are required to evolve this ecotourism business into a sustainable model, and to mobilize more communities to promote and preserve the area’s biodiversity. |
| 7 | PAK/SGP/OP6/Y1/STAR/BD/2017/13 | Green Circle Org (GCO) | Promoting food security and sustainable livelihood of farming communities through creation of value chain of Moringa Olifera | Lahore/Punjab | Satisfactorily Completed | Evaluator visited the NGO’s nurseries in Hyderabad on 26 August 2019. More details on Table 3. |
| 8 | PAK/SGP/OP6/Y1/STAR/BD/2017/21 | Mandhar Development Society (MDS) | Moringa enterprise for better health of coastal communities | Badin/Sindh | Satisfactorily Completed |  |
| 9 | PAK/SGP/OP6/Y1/STAR/BD/2017/23 | Organization for Integrated & Sustainable Dev (OISD) | Promoting sustainable water supply by rainwater harvesting and accessing and strong ground water | Murree/Punjab | Satisfactorily Completed | Evaluator met OISD representative on 2 September 2019 in Islamabad at their offices with other NGOs, on progress details of US$ 40,540 SGP 6 grant to promote the use of rainwater harvesting systems through demonstrations. NGO is positioned to replicate their successes from this grant project but need assistance to find a sustainable business model. |
| 10 | PAK/SGP/OP6/Y1/STAR/BD/2017/25 | Participatory Development Org (PDO) | Conservation and promotion of Achi Tapri goat | Tando Muhammad Khan, Sindh | Satisfactorily Completed | Evaluator visited this NGO at their work site near Tando Muhammed Khan (30 km southeast of Hyderabad) on 27 August 2019. More details on Table 3. |
| 11 | PAK/SGP/OP6/Y1/STAR/BD/2017/36 | Combating Poverty and Climate Change Foundation | Creating demonstration farm to upgrade, standardize and disseminate production knowhow for small farmers to produce biochar enriched compost. | Kasur/Punjab | Satisfactorily Completed |  |
| 12 | PAK/SGP/OP6/Y1/STAR/BD/2017/32 | Taleem Foundation | Biodiversity conservation of Qazinag game | Hattian Bala, Azad Kashmir | Satisfactorily Completed | Evaluator met Taleem representative on 2 September 2019 in Islamabad. Their efforts to promote biodiversity in the Qazinag Reserve was successful due to US$ 49,824 to mobilize local communities on management of resources to sustain ecosystems. Energy efficient cookstoves were also made by local artisans in these communities to reduce wood consumption. Grant has included 6 villages, and more funds are required to expand this program to another 5 communities to include the entire game park area and the impacted forest area. |
| 13 | PAK/SGP/OP6/Y1/STAR/BD/2017/15 | Hamdard Welfare Association (HWA) | Rehabilitation of lake Chhachh Sulaiman Khan | Sujawal, Sindh | Satisfactorily Completed | Evaluator visited this NGO and rehabilitated lake on 29 August 2019. More details on Table 3. |
| 14 | PAK/SGP/OP6/Y1/STAR/BD/2017/38 | Organization for Sustainable Development and Education | Developing sustainable tree bank nursery for indigenous trees and plants | Sujawal, Sindh | Satisfactorily Completed |  |

| **S.N** | **Project No.** | **NGO** | **Name of Project** | **Location** | **Status** | **Comments** |
| --- | --- | --- | --- | --- | --- | --- |
| **Climate Change (and Capacity Building)** | | | | | | |
| 15 | PAK/SGP/OP6/Y1/STAR/CB/2017/26 | Research and Development for Human Resource (RDHR) | Promotion of innovative portable Insulated metallic stoves nationwide through training and sensitization | Hyderabad, Sindh | Satisfactorily Completed | Mainly related to capacity building. Evaluator has not met this NGO. |
| 16 | PAK/SGP/OP6/Y1/STAR/CC/2017/07 | Earth Greener Society (EGS) | Introduction of SGP Pakistan EE stoves in Muzaffargarh | Muzaffargarh, Punjab | Satisfactorily Completed |  |
| 17 | PAK/SGP/OP6/Y1/STAR/CC/2017/09 | Environmental Conservation and Development Org (ECDO) | Energy Efficient smokeless stove project | Swat, KPK | Satisfactorily Completed | Evaluator met ECDO representative on 2 September 2019 in Islamabad who provided details of successfully implemented activities funded with US$ 11,716 by SGP 6 to raise awareness on conservation of forests and provide 20 smokeless cookstoves. Successes by NGO has placed them in a good state of readiness to replicate these activities to a larger area within Swat. |
| 18 | PAK/SGP/OP6/Y1/STAR/CC/2017/17 | Kanjhar Creek Communities Association (KCCA) | Promotion of Environment stability through insolated Metallic portable stoves | Sujawal, Sindh | Satisfactorily Completed | Evaluator visited these sites on 29 August 2019. More details on Table 3. |
| 19 | PAK/SGP/OP6/Y1/STAR/CC/2017/35 | Rehmat Development Org | Improving indoor environment through energy efficient insulated metallic stoves | Sujawal, Sindh | Satisfactorily Completed | Evaluator visited these sites on 29 August 2019. More details on Table 3. |
| 20 | PAK/SGP/OP6/Y1/STAR/CC/2017/20 | Kuchlak Welfare Society (KWS) | Decreased deforestation through construction of fuel-efficient stoves | Quetta, Balochistan | Satisfactorily Completed |  |
| 21 | PAK/SGP/OP6/Y1/STAR/CC/2017/22 | Mountain and Glacier Protection Organization (MGPO) | Community Empowerment through water replenishment | Kharmang, Gilgit Baltistan | Satisfactorily Completed | Evaluator met MGPO representative on 2 September 2019 in Islamabad. The US$49,937 grant was used to improve water security through irrigation infrastructure that was to be used to rehabilitate degraded lands that used to be cultivated when water supplies were more reliable. Communities are now requesting assistance to improve their access to clean potable water supplies. |
| 22 | PAK/SGP/OP6/Y1/STAR/CC/2017/03 | Civil Society Coalition of Climate Change (CSCCC) | Community Stewardship and water replenishment project in village Appoligon. | Tehsil Shigar, Gilgit Baltistan | Satisfactorily Completed | Evaluator met CSCCC representative on 2 September 2019 in Islamabad. The US$ 48,791 SGP grant by providing funds towards ensuring water security (impacted by erratic water flows from climate change) for agriculture and domestic use, and arresting land degradation through rehabilitated irrigation infrastructure. There were also gender impacts with women spending (40% of community) less time fetching water, and spending more time educating themselves and improving their health. Capacity building (for maintenance and upkeep of infrastructure), training on organic farming and sanitation are future investments for these communities. NGO is affiliated with Climate Action Now Coalition. |
| 23 | PAK/SGP/OP6/Y1/STAR/CC/2017/24 | Pakistan Hoslamand Khawateen Network (PHKN) | Market Driven Promotion of Fuel Efficient Stoves in Haripur District | Haripur, KPK | Satisfactorily Completed | Evaluator met PHKN representatives on 2 September 2019 in Islamabad, and visited their activities in Haripur (north of Islamabad). More details on Table 3. |
| 24 | PAK/SGP/OP6/Y1/STAR/CC/2017/29 | Sindh Agriculture Development Association (SADA) | Provision of solar water pumps | Lasbella, Balochistan | Satisfactorily Completed |  |
| 25 | PAK/SGP/OP6/Y1/STAR/CC/2017/06 | District Development Association, Tharparkar (DDAT) | Providing Alternate Energy solution in Tharparkar | Mithi/Sindh | Satisfactorily Completed |  |
| 26 | PAK/SGP/OP6/Y1/STAR/CC/2017/16 | Integrated Rural Organization (IRO) | **P**rovision of over 400 solar lanterns and 100 smoke less stoves in UC Karmalik, Jati, District Sujawal | Sujawal/Sindh | Satisfactorily Completed |  |
| 27 | PAK/SGP/OP6/Y1/STAR/CC/2017/31 | Sindh Radiant Organization (SRO) | Introduction and promotion of low-cost hydraulic compressed earth blocks | Thatta, Sindh | Satisfactorily Completed | Evaluator visited a fisheries building using these blocks near Thatta on 27 August 2019. More details on Table 3. |
| 28 | PAK/SGP/OP6/Y1/STAR/CC/2017/33 | Trust for Rural Uplift Culture and Environment (TRUCE) | Introduction and promotion of Indigence Kandhari and Yemeni Housing Models in Pakistan (KYHM) | Hyderabad, Sindh | Satisfactorily Completed | Evaluator visited this NGO and his work site in Hyderabad on 26 August 2019. More details on Table 3. |
| 29 | PAK/SGP/OP6/Y1/STAR/CC/2017/08 | Ecological Welfare Organization (EWO) | Establishment of compressed earth blocks manufacturing unit | Islamabad | Satisfactorily Completed | Evaluator met EWO representative on 2 September 2019 in Islamabad, and visited their plant along Hwy N-39 southeast of Islamabad that was funded by SGP 6 with US$ 50,000. These blocks possess excellent thermal properties, and can be produced through a low-carbon process (compressive strength of 1,500 psi) that is significantly less costly than conventional blocks on the market. As such, EWO sales of these blocks are expected to significantly increase. Further funds are required for marketing of these blocks to existing brick kiln associations, production of other compressed block products, and for measuring thermal properties and reduced GHG emissions of these blocks. |
| 30 | PAK/SGP/OP6/Y1/STAR/CC/2017/10 | Environmental Development Center, Punjab (EDC Punjab) | Replication and mainstreaming of the SGP housing CEB technology | Sargodha, Punjab | Satisfactorily Completed |  |
| 31 | PAK/SGP/OP6/Y1/STAR/CC/2017/34 | War Against Rape (WAR) | Empowering Women through Establishing Renewable Energy Relief Station (RERS) and sensitizing and combating sexual and gender-based violence (SGBV) | Karachi, Sindh | Satisfactorily Completed | Evaluator visited this NGO and their site on 31 August 2019. More details on Table 3. |
| 32 | PAK/SGP/OP6/Y1/STAR/CC/2017/01 | Dr. Akhter Hameed Khan Memorial Trust (AHKMT) | Establishment of integrated recovery resource center | Benazirabad, Sindh | Satisfactorily Completed | Evaluator met Ms. Sumera Gul, AHKMT representative on 2 September 2019 in Islamabad, and visited their facility in Sector G-15 in Islamabad as a representation of their SGP 6 work in Sindh. Their work consisted of community-based capacity building for systematic collection of household waste, separating and composting the organic fraction of household wastes and selling these products to local farmers to promote organic farming. NGO can use funds to replicate this waste management model in other Sindh municipalities. |

| **S.N** | **Project No.** | **NGO** | **Name of Project** | **Location** | **Status** | **Comments** |
| --- | --- | --- | --- | --- | --- | --- |
| **Multi-Focal** | | | | | | |
| 33 | PAK/SGP/OP6/Y1/STAR/MF/2017/19 | Khuwaja Fareed Foundation (KFF) | Establishment and operating eco-tourism resort at the shrine of Khuwaja Ghulam Farid | Rajanpur, Punjab | Satisfactorily Completed |  |
| 34 | PAK/SGP/OP6/Y1/STAR/MF/2017/28 | Shah Latif foundation (SLF) | Sustainable ecotourism model at Bhitshah with active participation of indigenous community | Matiari, Sindh | Satisfactorily Completed |  |
| 35 | PAK/SGP/OP6/Y1/STAR/MF/2017/18 | Keenjhar Mahool Dost Welfare and Development Org (KMWDO) | Promoting eco-tourism through innovative floating restaurant and mobile washroom intervention at Keenjhar Lake | Thatta/Sindh | Satisfactorily Completed | Evaluator visited these sites on 27 August 2019. More details on Table 3. |
| 36 | PAK/SGP/OP6/Y1/STAR/MF/2017/12 | Grass root Organization for Human Development (GODH) | Protection of indigenous peoples from hazards of solid waste | Lahore/Punjab | Satisfactorily Completed |  |
| 37 | PAK/SGP/OP6/Y1/STAR/MF/2017/37 | Sindh Sahil Welfare Association | Sustainable Crab farming at Babli Lagoon, Shahbander, District Sujawal | Sujawal/Sindh | Satisfactorily Completed | Evaluator visited the NGO and lagoon site on 28 August 2019. More details on Table 3. |
| 38 | PAK/SGP/OP6/Y1/STAR/MF/2017/05 | Dastgaeer Development Welfare Org (DWDO) | Establishment of Mud-Crab Farming at coastal belt of Shahbander | Sujawal/Sindh | Satisfactorily Completed |  |

# APPENDIX h – confirmed sources of co-financing from stakeholders

| **Sources of Co-financing** | **Name of Co-financier** | **Type of Co-financing** | **Investment Mobilized** | **Amount ($)** |
| --- | --- | --- | --- | --- |
| Civil Society Organization | Grass root Development Programme | Grant | Recurrent Expenditures | 3,567 |
| Civil Society Organization | Grass root Development Programme | In-Kind | Recurrent Expenditures | 3,650 |
| Civil Society Organization | Taaleem Foundation | Grant | Recurrent Expenditures | 5,882 |
| Civil Society Organization | Taaleem Foundation | In-Kind | Recurrent Expenditures | 1,129 |
| Civil Society Organization | Mountain and Glacier Protection Organization | Grant | Recurrent Expenditures | 4,748 |
| Civil Society Organization | Mountain and Glacier Protection Organization | In-Kind | Recurrent Expenditures | 52,096 |
| Civil Society Organization | Civil Society Coalition for Climate Change | Grant | Recurrent Expenditures | 4,653 |
| Civil Society Organization | Civil Society Coalition for Climate Change | In-Kind | Recurrent Expenditures | 41,427 |
| Civil Society Organization | Participatory Development Organization | In-Kind | Recurrent Expenditures | 39,844 |
| Civil Society Organization | Combating Poverty and Climate Change Foundation | In-Kind | Recurrent Expenditures | 19,922 |
| Civil Society Organization | Kuchlak Welfare Society | In-Kind | Recurrent Expenditures | 28,982 |
| Civil Society Organization | Organization for Sustainable Development and Education | In-Kind | Recurrent Expenditures | 22,645 |
| Civil Society Organization | War Against Rape | In-Kind | Recurrent Expenditures | 10,000 |
| Civil Society Organization | Environment Conservation and Development Organization | Grant | Recurrent Expenditures | 474 |
| Civil Society Organization | Environment Conservation and Development Organization | In-Kind | Recurrent Expenditures | 12,190 |
| Civil Society Organization | Khawja Fareed Foundation | In-Kind | Recurrent Expenditures | 104,933 |
| Civil Society Organization | Ecological Welfare Organization | In-Kind | Recurrent Expenditures | 50,000 |
| Civil Society Organization | Dr. Akhtar Hameed Khan Memorial Trust | Grant | Recurrent Expenditures | 56,067 |
| Civil Society Organization | Dastgeer Welfare Development Organization | In-Kind | Recurrent Expenditures | 12,712 |
| Civil Society Organization | Rehmat Development Organization | In-Kind | Recurrent Expenditures | 38,459 |
| Civil Society Organization | Trust for Rural Uplift, Culture and Environment | In-Kind | Recurrent Expenditures | 49,340 |
| Civil Society Organization | Sindh Radiant Organization | In-Kind | Recurrent Expenditures | 47,434 |
| Civil Society Organization | Earth Greener Society | Grant | Recurrent Expenditures | 6,119 |
| Civil Society Organization | Earth Greener Society | In-Kind | Recurrent Expenditures | 32,155 |
| Civil Society Organization | Behar-AL- Sindh Foundation | In-Kind | Recurrent Expenditures | 48,354 |
| Civil Society Organization | Coastal Development Association | In-Kind | Recurrent Expenditures | 44,628 |
| Civil Society Organization | Hamdam Foundation | Grant | Recurrent Expenditures | 5,989 |
| Civil Society Organization | Hamdam Foundation | In-Kind | Recurrent Expenditures | 43,437 |
| Civil Society Organization | Pakistani Hoslamand Khwateen Network | Grant | Recurrent Expenditures | 23,705 |
| Civil Society Organization | Pakistani Hoslamand Khwateen Network | In-Kind | Recurrent Expenditures | 23,705 |
| Civil Society Organization | Mandhar Development Society | In-Kind | Recurrent Expenditures | 29,978 |
| Civil Society Organization | Shah Bunder Development Society | In-Kind | Recurrent Expenditures | 28,341 |
| Civil Society Organization | Keenjhar Maahool Dost Welfare and Development Organization | In-Kind | Recurrent Expenditures | 17,351 |
| Civil Society Organization | Green Circle Organization | Grant | Recurrent Expenditures | 11,526 |
| Civil Society Organization | Green Circle Organization | In-Kind | Recurrent Expenditures | 19,211 |
| Civil Society Organization | Organization for Integrated and Sustainable Development | Grant | Recurrent Expenditures | 40,540 |
| Civil Society Organization | Kanjhar Creek Communities Association | In-Kind | Recurrent Expenditures | 40,580 |
| Civil Society Organization | Research and Development for Human Resources | In-Kind | Recurrent Expenditures | 39,318 |
| Civil Society Organization | Grass-Root Organization for Human Development | Grant | Recurrent Expenditures | 17,285 |
| Civil Society Organization | Grass-Root Organization for Human Development | In-Kind | Recurrent Expenditures | 22,142 |
| Civil Society Organization | District Development Association Tharparkar | Grant | Recurrent Expenditures | 11,396 |
| Civil Society Organization | Integrated Rural Organization | Grant | Recurrent Expenditures | 1,608 |
| Civil Society Organization | Integrated Rural Organization | In-Kind | Recurrent Expenditures | 46,298 |
| Civil Society Organization | Sindh Agriculture Development Association | In-Kind | Recurrent Expenditures | 31,612 |
| Civil Society Organization | Shah Latif Foundation | Grant | Recurrent Expenditures | 16,572 |
| Civil Society Organization | Hamdard Welfare Association | Grant | Recurrent Expenditures | 42,904 |
| Civil Society Organization | Environmental Development Center | Grant | Recurrent Expenditures | 20,017 |
| Civil Society Organization | Environmental Development Center | In-Kind | Recurrent Expenditures | 18,167 |
| Civil Society Organization | Sindh Sahil Welfare Association | In-Kind | Recurrent Expenditures | 44,528 |
| Civil Society Organization | Sindh Coastal Development Organization | In-Kind | Recurrent Expenditures | 44,654 |
| **Total:** | | | | **1,412,274** |

# APPENDIX I – responses to comments received on draft te report

Annexed as a separate file

# APPENDIX J – Signed TE Report Clearance form (to be signed by CO and RTA)

Annexed as a separate file

# AppendiX K - evaluation consultant agreement form

**Evaluator 1:**

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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

**Evaluation Consultant Agreement Form[[45]](#footnote-45)**

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

**Name of Consultant:** \_\_Roland Wong\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**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 *Surrey, BC, Canada* on *16 February 2020*

1. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)
3. This target was revised downwards from 30,000 ha but was not cleared as a target by the UCP Global Coordinator. Fortunately, the Project has actually achieved 30,000 ha at the end of project, a satisfactory outcome. [↑](#footnote-ref-3)
4. Evaluation rating indices (except sustainability – see Footnote 2, and relevance – see Footnote 3): 6=*Highly Satisfactory (HS)*: The project has no shortcomings in the achievement of its objectives; 5=*Satisfactory (S)*: The project has minor shortcomings in the achievement of its objectives; 4=*Moderately Satisfactory (MS)*: The project has moderate shortcomings in the achievement of its objectives; 3=*Moderately Unsatisfactory (MU):* The project has significant shortcomings in the achievement of its objectives; 2=*Unsatisfactory (U)* The project has major shortcomings in the achievement of its objectives; 1=*Highly Unsatisfactory (HU):* The project has severe shortcomings in the achievement of its objectives. [↑](#footnote-ref-4)
5. Sustainability Dimension Indices: *4 = Likely (L):* negligible risks to sustainability; *3 = Moderately Likely (ML):* moderate risks to sustainability; *2 = Moderately Unlikely (MU):* significant risks to sustainability; and *1 = Unlikely (U):* severe risks to sustainability. *Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions.* [↑](#footnote-ref-5)
6. Relevance is evaluated as follows: 2 = Relevant (R); 1 = Not relevant (NR) [↑](#footnote-ref-6)
7. A mandate that focuses on identification and discussions of problems and challenges, analysis of potential solutions and identification of synergies with each other’s work. [↑](#footnote-ref-7)
8. Constraints include inability to produce, test, adapt, purchase and use less energy intensive and more energy efficient technologies. [↑](#footnote-ref-8)
9. The term “upgrading” refers to the graduation of the oldest and most mature of SGP’s country programmes to a new funding regime allowing higher funding levels and more budgetary control by the country programmes. With GEF initiating the process of “upgrading”, they defined the goals of upgrading including: i) allowance of the SGP Global Programme to continue to grow and serve low-income nations without concomitant growth in core funds; ii) make better use of the capacities of mature programmes to enrich younger, less experienced programmes; and iii) enable mature programmes to access greater financial resources and exercise more programmatic freedom in light of their greater internal capacity. Criteria for upgrading included SGP project duration of more than 15 years, and aggregate grant commitments greater than US$ 6.0 million. [↑](#footnote-ref-9)
10. These types of projects were more common on earlier OPs. [↑](#footnote-ref-10)
11. Mock, G. and Tschentscher, T. A Community Based Approach to Resilient and Sustainable Landscapes: Lessons from Phase II of the COMDEKS Programme, 2016 [↑](#footnote-ref-11)
12. Joint GEF-UNDP Evaluation of the Small Grants Programme, July 2015 [↑](#footnote-ref-12)
13. Includes the Sindh provincial government creation of a **“Climate Change, Environment and Coastal Department,”** to govern functions relating to environment and climate change, two subordinate offices of **Environment and Alternative Energy Department, Government of Sindh, Sindh Environmental Protection Agency (SEPA)** and **the Directorate of Alternate Energy** work on the protection, rehabilitation, preservation and improvement of environmental quality and the promotion of alternative energy resources [↑](#footnote-ref-13)
14. Includes IUCN implemented **“Natural resource-based conservation management and community livelihood: Possible role of mangroves in curbing sea intrusion in the Indus Delta”** in Thatta district with a project duration of 2012-2019, IUCN project is the **“Restoration of Mangroves Ecosystem in Port Qasim Area”** being implemented in the Port Qasim Area, Karachi, but it is due for completion in 2016, WWF-Pakistan implemented **“Sustainable management of the mangroves ecosystem and enhanced resilience of communities in Kharo Chan, district Thatta in Indus Delta**”, WWF is **“Building Capacity on Climate Change Adaptation in Coastal Areas of Pakistan (CCAP)** (2011-2015) funded by the European Commission (EC), and ActionAid Pakistan works across multiple tiers – from grassroots, to district, provincial and national level engagements. In Sindh province, they are working in five districts, namely Badin, Shahdadkot, Umer Kot, Chachro and Thatta. [↑](#footnote-ref-14)
15. These are listed in Section 2.1 of the SGP 6 ProDoc. [↑](#footnote-ref-15)
16. <https://www.sgp.undp.org/key-documents-191/709-sgp-op6-operational-guidelines.html> [↑](#footnote-ref-16)
17. Often referred to in Pakistan as the SGP Secretariat. [↑](#footnote-ref-17)
18. Offers to inaugurate SPG 6 grant projects included the eco-resort and floating hut at Keenjhar Lake, Thatta, Sindh; Rehabilitated Lake “Chhachh Suleman Khan”, District Sujawal, Sindh; Community based mud crab farming near Shah Bandar, Sujawal, Sindh; Low carbon construction material making hydraulic machine in Islamabad; Water Reservoir and Rainwater Harvesting Systems, at Lawrence College, Bansra Gali, Murree. [↑](#footnote-ref-18)
19. MOSS compliant [↑](#footnote-ref-19)
20. Outside of UNDP, there was no female representation on the NSC. [↑](#footnote-ref-20)
21. CPMU personnel based their organizational capacity assessments on organizational management, result-based management and participatory planning, and small business development. [↑](#footnote-ref-21)
22. The time requirement for FSP planning and approval, including PIF formulation and approval, CEO endorsement and signature of the SGP 6 ProDoc by the government resulted in a longer bridging period than anticipated. Due to this, UNDP-GEF in consultation with the GEF agreed on advancing funds for SGP 6 Pakistan from the SGP Global Programme. Once the SGP 6 was operational, these charges were settled. [↑](#footnote-ref-22)
23. Commencing 16 March 2017 [↑](#footnote-ref-23)
24. Up to 30 September 2019 [↑](#footnote-ref-24)
25. For disbursement in up to Project closure on 16 March 2020) [↑](#footnote-ref-25)
26. These are the grantees. [↑](#footnote-ref-26)
27. Comprised of 2 old second hand vehicles [↑](#footnote-ref-27)
28. Shantec was named in the CEO Endorsement Document, pg 7 [↑](#footnote-ref-28)
29. The Audit was performed as per the project document and in line with the Project Document. Financial spot checks are not a part of the OP6 project document. However, reporting from UNOPS to UNDP is done on a quarterly basis and UNOPS monitors the budget on a day to day basis. [↑](#footnote-ref-29)
30. 6 = HS or Highly Satisfactory: There were no shortcomings;

    5 = S or Satisfactory: There were minor shortcomings,

    4 = MS or Moderately Satisfactory: There were moderate shortcomings;

    3 = MU or Moderately Unsatisfactory: There were significant shortcomings;

    2 = U or Unsatisfactory: There were major shortcomings;

    1 = HU or Highly Unsatisfactory

    U/A = Unable to assess

    N/A = Not applicable. [↑](#footnote-ref-30)
31. One of these visits was by the RC in March 2018 to Sujawal to visit Indus Delta sites, and the other was a visit from 2 programme assistants to the WAR NGO in Karachi in April 2018. [↑](#footnote-ref-31)
32. Requests were made by the Country Team to UNDP CO to inaugurate more than 6 SGP grant completions in December 2018 including the eco-resort and floating hut at Keenjhar lake in Thatta, the rehabilitated lake “Chhachh Suleman Khan” in District Sujawal, community based mud crab farming near Shah Bandar, Sujawal, the low carbon construction material or compressed earth block machine in Islamabad, and the Rainwater Harvesting System at Lawrence College in Murree. UNDP CO did not attend any of these events. [↑](#footnote-ref-32)
33. Other donors would have included the National Rural Support Programme (<https://www.nrsp.org.pk/>) and JS Bank also known as the Jahangir Siddique Bank (<https://www.jsbl.com/>), both of whom have sought assistance from SGP for projects on housing and cooking. [↑](#footnote-ref-33)
34. Evaluation ratings are on a scale of 1 to 6 as defined in Footnote 31. [↑](#footnote-ref-34)
35. Ibid 31 [↑](#footnote-ref-35)
36. Conventional Stove: 15 kg wood x 2,050 x 365=11,223 tons wood, EE Stoves: 15 x 40% x 2,050cxc365=4,489 tons wood where 1 ton fuel wood generates 1.65 tons of CO2 [↑](#footnote-ref-36)
37. Ibid 31 [↑](#footnote-ref-37)
38. While there are ad-hoc associations on various thematic issues e.g. the Pakistan Mangroves Society Cooperative, there is not a cross-cutting multi-stakeholder entity (composed of local organizations) monitoring ecological processes at a landscape level. [↑](#footnote-ref-38)
39. IUCN working on the conservation of mangrove. [↑](#footnote-ref-39)
40. Ibid 31 [↑](#footnote-ref-40)
41. Also known as the United Nations Sustainable Development Framework for Pakistan for 2018-2022, accessible on: <http://www.un.org.pk/wp-content/uploads/2018/08/UNDAF-OPIII-v9.pdf> [↑](#footnote-ref-41)
42. Ibid 54 [↑](#footnote-ref-42)
43. See Table 2.5 of July 2015 Joint GEF-UNDP Evaluation of Small Grants Programme available on: <http://www.gefieo.org/sites/default/files/ieo/evaluations/sgp-2015.pdf> [↑](#footnote-ref-43)
44. [↑](#footnote-ref-44)
45. [↑](#footnote-ref-45)