Terminal Evaluation
Final Report

UNDP-Supported GEF-Financed
Full Size Project:

"Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests"

UNDP PIMS ID: 4674 GEF Project ID: 5660

Country:	Pakistan
Region:	Asia and the Pacific
Focal Area:	SFM/REDD+, Biodiversity, Climate Change
Implementing Agency:	United Nations Development Programme
Implementing Partner:	Ministry of Climate Change, Government of Pakistan
Project Timeframe:	17 April 2017 - 31 December 2021

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DOCUMENT REVIEW

This Terminal Evaluation, version 3.0, dated 19 April 2022, for the UNDP-Supported GEF-Financed Full Size Project ***"Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests"*** has been reviewed by the following individuals.

Reviewed By:

Name: Ms. Nisa Bibi _____ *Dated* _____
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Please also refer to **Annex N** for the formal Terminal Evaluation Clearance form to be signed by the Commissioning Unit and UNDP-GEF Regional Technical Advisor

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REVISION HISTORY

Document Version Number	Version Release Date	Summary of Changes	Changed By
1.0	05 March 2022	Draft TE Report	Camillo Ponziani
2.0	04 April 2022	Second Draft TE Report	Dr. Amjad Virk
3.0	19 April 2022	Final TE Report	Dr. Amjad Virk

PROJECT INFORMATION PAGE

Table 1: Summary of key project information				
Project Title:		Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests		
UNDP PIMS#:	4674	**GEF project ID#:**	5660	
Concept Approval Date:	21 March 2014	**CEO Endorsement:**	17 December 2015	
ATLAS Award #: **ATLAS Project ID:**	00086910 00094079	**Project Document Signature Date (official start):**	17 April 2016 Government 3 March 2016 UNDP	
Country:	Pakistan	**Date(s) NPM(s) hired:**	17 January 2017	
Region:	Asia-Pacific	**Inception Workshop:**	12-13 April 2017	
Focal Area:	SFM/REDD+, Biodiversity, Climate Change	**Midterm Review Completion:**	25 December 2019	
GEF Focal Area Strategic Objectives:	SFM-1, BD-2 and CCM-5	**Terminal Evaluation Timeframe:**	October 2021 - January 2022	
Trust Fund (Indicate GEF TF, LDCF, SCCF, NPIF	GEF TF	**Planned Project Closing:** **Revised:**	3 February 2021 31 December 2021	
GEF Agency:		UNDP		
Lead Government Coordinating Agency / Implementation Modality:		Ministry of Climate Change (MoCC), Government of Pakistan National Implementation Modality		
Executing Partners:		Provincial Forest Departments (Governments of Khyber-Pakhtunkhwa, Punjab and Sindh)		
UNDP Country Office Technical Team:		Environment and Climate Change		
Project Financing:		**At CEO Endorsement US$**	**At MTR US$**	**At TE US$**
(1) GEF financing:		8,338,000.00	4,607,467.00	7,935,058.10
(2) UNDP contribution (cash + in-kind):		Cash 800,000.00 Parallel 200,000.00	Cash 193,120.00 Parallel 350,000.00	Cash 330,329.00 Parallel 0.00
(3) Government (cash + in-kind)		Cash 41,620,000.00 Parallel 6,150,000.00	Cash 32,284,323.00 Parallel 1,786,350.00	Cash 0.00 Parallel 2,025,681.00
(4) Other partners (GIZ):		650,000.00	0.00	0.00
(5) Private:		N/A	0.00	0.00
(6) Total co-financing [2+3+4+5]:		49,420,000.00	34,613,792.00	2,356,010.00[1]
TOTAL PROJECT COSTS [1+6]:		**57,758,000.00**	**39,221,259.00[2]**	**10,291,068.00**

[1] Per consolidated analysis undertaken by the PMU in Oct 2022 with forecasts to operational closure

[2] Per analysis and findings in the Midterm Review report.

ACKNOWLEDGEMENTS

The Terminal Evaluation (TE) consultant team would like to express their gratitude and appreciation to all stakeholders interviewed throughout the TE process. Their contributions were most appreciated, and the facts, clarifications and perceptions shared, played a critical part in this evaluation. Therefore, the TE is not really the work of the TE consultant team alone, but that of all those connected with the UNDP-GEF SFM project who gave freely of their time and ideas to make the evaluation and the findings emanating from it possible.

There are far too many people to mention individually by name - and hopefully everyone who contributed is included in the lists of names annexed to this report - but acknowledgement must be made of the personnel from the United Nations Development Programme (UNDP) who supplied key information and who supported the TE field mission and logistics from afar. Special mention goes to Mr. Amanullah Khan and Mr. Muhammad Sohail of the UNDP Environment and Climate Change unit, as well as Mr. Mohammad Saleem for their open and frank discussions. A special thank you also goes to Mr. Ayaz Khan and Mr. Khan Ghulam of the Project Coordination Unit and to the coordinators from the Provincial Management and Implementation Units (Mr. Arif Orakzai, Mr. Mohammad Farooq and Mr. Abdul Haque Shaikh), for their support in providing key contacts, setting up interviews, supplying supplementary information and completing templates requested by the consultants. We are tremendously grateful for their time to help us track down answers to, or point us in the right direction for, every question we asked and to discuss the points we took every opportunity to raise.

Additionally, we are grateful to the officials of the Ministry of Climate Change, Economic Affairs Department, and Provincial Forest and Wildlife Departments, as well as IUCN and the Pakistan Forest Institute.

Finally, the Team Leader is indebted to and would like to acknowledge the efforts of Dr. Amjad Virk for enduring a frenetic field visit, for his subject matter expertise and for capturing the details needed for this report.

One of the delights of this sort of work remains that of learning about new and extremely welcoming countries, having made new friends (and in this case renewing some old ones), and witnessing with great admiration the dedication and enthusiasm that so many people bring to their work in conserving the important places of the world. We would like to thank them and wish them every success in their continuing endeavours.

DISCLAIMER

The TE views herein were discussed with UNDP and Implementing Partner. The UNDP Pakistan Country Office, UNDP-NCE Regional Technical Advisor and the Ministry of Climate Change provided comment on the draft report prior to its finalization. The views held within this report are those of the TE consultant team.

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LIST OF ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
CBD	Convention on Biological Diversity
CC	Climate Change
CDR	Combined Delivery Reports
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on Migratory Species
CPD	Country Programme Document
CSO	Civil Society Organizations
EAD	Economic Affairs Division
FCPF	Forest Carbon Partnership Facility
FSP	Full-Size Project
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GoP	Government of Pakistan
GRES	Gender Results Effectiveness Scale
HCV	High Conservation Value
IAS	Invasive Alien Species
IEO	Independent Evaluation Office
IUCN	International Union for Conservation of Nature
KP	Khyber-Pakhtunkhwa
LD	Land Degradation
LoA	Letter of Agreement
LPAC	Local Project Appraisal Committee
METT	Management Effectiveness Tracking Tool
MoCC	Ministry of Climate Change
MTR	Midterm Review
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NPM	National Project Manager
NTFP	Non-Timber Forest Products
OFP	Operational Focal Point
PAR	Project Accountability Report
PB	Project Board
PCOM	Project Cycle Operational Manual
PFI	Pakistan Forest Institute
PIR	Project Implementation Report
PMU	Project Management Unit
PMIU	Provincial Management and Implementation Unit
PPD	Provincial Project Director
ProDoc	Project Document
RPs	Responsible Parties
RTA	Regional Technical Advisor
SFM	Sustainable Forest Management
SFM/REDD+	SFM/REDD+ Focal Area of the GEF-5

SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SRF	Strategic Results Framework
STAP	Scientific and Technical Advisory Panel
TE	Terminal Evaluation
TOR	Terms of Reference
TBTT-P	Ten Billion Trees Tsunami Programme
UNDAF	United Nations Development Assistance Framework
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNDP-CO	United Nations Development Programme Country Office
UNFCCC	United Nations Framework Convention on Climate Change

I. EXECUTIVE SUMMARY

This executive summary is a 25-page summary of the Terminal Evaluation (TE) report.

A. Project Description

1. "Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests" (PIMS 4674) - henceforth referred interchangeably as the "UNDP-GEF SFM project" or the "Project" - is a 5-year project implemented through the Ministry of Climate Change of the Government of Pakistan, supported by the United Nations Development Program (UNDP). It officially commenced its operations on 17 April 2016 with the signature of the Project Document by the Ministry of Climate change and was scheduled for operational closure on 3 February 2021, with a subsequent extension granted to 31 December 2021. A midterm review (MTR) was undertaken for the Project between July to December 2019 and finalized on 25 December 2019.

2. The Project falls under the GEF-5 Sustainable Forest Management[3]/REDD+, Biodiversity and Climate Change focal areas. It was originally designed to be implemented under the National Implementation Modality (NIM) by the Ministry of Climate Change, Government of Pakistan as Executing Agency/Implementing Partner, but was later converted to Project Cycle Operational Manual (PCOM) early on during execution, with an understanding between the Ministry of Climate Change, Economic Affairs Division and the UNDP Country Office. Additional Executing Partners include the provincial Forest Departments of the Governments of Khyber-Pakhtunkhwa (KP), Punjab and Sindh. UNDP acted as the GEF Implementing Agency.

3. The Project had three inter-related and mutually complementary components, each with an associated outcome, that together are focused at addressing the barriers of inadequate planning, regulatory and institutional frameworks to integrated forest resource management, and the limited experience among key government agencies and civil society stakeholders in developing and implementing on-the-ground Sustainable Forest Management practices.

4. As a response to address these barriers, the Project was designed to promote an integrated approach seeking to balance environmental management with local development and to tackle community needs. It was purpose-designed to improve the sustainability of forest management while maintaining the flow of vital ecosystem services and sustain the livelihoods of local forest-dependent communities.

5. The objective of the Project was to "*promote sustainable forest management in Pakistan's Western Himalayan Temperate Coniferous, Sub-tropical broadleaved evergreen thorn (Scrub) and Riverine forests for biodiversity conservation, mitigation of climate change, and securing of forest ecosystem services*". With respect to its three outcomes:

   - **Outcome 1** was directed towards embedding sustainable forest management into landscape spatial planning;

   - **Outcome 2** aimed at ensuring biodiversity conservation in and around High Value Conservation

[3] While Sustainable Forest Management (SFM) is not itself a focal area, SFM initiatives have been supported through GEF focal area interventions for Biodiversity (BD), Climate Change (CC) and Land Degradation (LD) and, increasingly, multi-focal projects covering more than one of these three focal areas. Since REDD+ was formalized with the Warsaw Framework in 2013, the GEF has also increasingly provided resources for REDD+ developing country pilot projects to reduce emissions from forested lands.

(HCV) Forests; and, finally

- **Outcome 3** was directed towards enhancing carbon sequestration in and around HCVF in target forested landscapes.

6. Taken together, the Project aims at promoting Sustainable Forest Management in Pakistan by i) embedding SFM into landscape level management planning, ii) strengthening biodiversity conservation in and around High Conservation Value Forests, and by iii) enhancing carbon sequestration in the same landscapes through forest restoration efforts. The Project is implemented in seven landscapes across four forest types across three Provinces of Pakistan, including KP, Punjab, and Sindh.

7. This is funded by a grant from the GEF of US$ 8,338,000.00 (including US$ 2,070,000.00 earmarked from REDD+), a co-financing contribution of US$ 1,000,000.00 from UNDP (including US$ 800,000.00 in cash), cash and in-kind equivalents of US$ 47,770,000.00 from the Government of Pakistan, and US$ 650,000.00 in other co-financing from the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ). The total funding envelope of the Project is US$ 57,758,000.00.

8. This TE report documents achievements of the Project and includes five sections. Section I presents a summary of the Project's ratings against core criteria and articulates the main conclusions, recommendations and lessons at a higher level; Section II briefly describes the objective, scope, methodology, evaluation users, and limitations of the evaluation; Section III presents an overview of the Project; Chapter IV presents the findings of the TE and underpins the ratings in the Executive Summary (Section 1); Section V presents the main findings, conclusions, recommendations and lessons at a deeper level of granularity; and relevant annexes and supplementary information are found at the back of the report.

B. Evaluation Ratings

9. Evaluation ratings are summarized in Table 2 with the corresponding evaluation rating scale noted in Table 3.

Table 2: Evaluation Ratings Table

1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
M&E design at entry	**4: Moderately Satisfactory (MS)**	• From a design perspective, the results framework was very large, with 24 indicators at the point of CEO endorsement, subsequently pared down to 18 after the MTR; with a meagre M&E budget, managing the Strategic Results Framework well was unrealistic and disproportional to the resources available. It created a substantial M&E burden and shortcomings, including efficient planning and effective monitoring of results and tracking progress toward desired objectives; • The Project did not follow all the M&E activities outlined in Table 9 (Part IV) of the ProDoc (i.e., no final project workshop or project terminal
M&E Plan Implementation	**4: Moderately Satisfactory (MS)**	
Overall Quality of M&E	**4: Moderately Satisfactory (MS)**	

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		report) nor were the GEF Focal Area Tracking Tools completed prior to final evaluation. The Project team did what it could to keep pace given the lean composition of the PMU and scale of activities spread over 7 project landscapes across three provinces of the country; • The Project's implemented M&E systems were more or less standard and in line with expectations, comprising of the inception report, Project Board and sporadic Provincial Management Committee meetings, ongoing technical monitoring, PIRs, quarterly and APRs (subsequently replaced by PAR and PQA reports), MTR, as well as terminal reporting and terminal evaluation. Additionally, progress towards GEF corporate results was monitored via three GEF Tracking Tools (TTs) for Biodiversity, SFM and REDD+, as well as Climate Change Mitigation; • Digital channels using WhatsApp served a dual-purpose communication and monitoring tool, especially in Sindh province; • Physical verification of technical activities were conducted by the M&E Officer and joint field monitoring with PMIU visits ranging from quarterly to semi-annual basis, also consistently and atypically involving the UNDP Pakistan Country Office staff throughout the Project's lifecycle; • The role of Project Board remained unresponsive, as very limited or no discussion took place on the overall project progress and or feedback provided on the project interventions during the annual board meetings; • The Project made good use of photos, social media (including dedicated Facebook and YouTube channels), and supplementary documentation as evidence to support progress noted in the PIR and in spite of being a recent requirement for 2021, the Project demonstrated good practice with evidence provided for previous PIRs also. For a number of indicators however, claims of substantial progress were not supported by evidence which was also raised by the IA in subsequent PIRs and the MTR. **Concerns and risks:** • The TE field mission surfaced some

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		inconsistencies between things reported by the Project in various reports and what is actually transpiring on the ground suggesting the field verification is topical and does not have sufficient coverage of all the ongoing activities; • Seasonality of physical works and forest restoration activities have presented some challenges from a monitoring perspective whereby verification is delayed.
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	**Rating**	
Quality of UNDP Implementation / Oversight	**5: Satisfactory (S)**	• UNDP has played its desired role in the Project's execution and oversight, in spite of the narrow QA and administrative role (and accompanying fiduciary duties) envisioned under a NIM arrangement. It has taken its financial oversight role seriously which has added credibility to and reinforced the requisite checks and balances played by the IA, especially with respect to financial delivery; • During the first half of the Project, the UNDP Country Office had regular and systematic meetings with the PMU to monitor implementation progress, tackle emerging issues and plan out activities as part of the AWP process in a consultative manner. UNDP's participation in important field events, e.g., unveiling ceremonies and trainings was also evident. Following the MTR, and due to fiduciary duties from emerging financial issues with other projects in the GEF portfolio, the role of UNDP continued with even more direct oversight, although a strained relationship between the UNDP Pakistan Country Office and PMU was certainly palpable to the TE consultant team. This not only came up during stakeholder consultations, interviews with project team, but also observed from delays in quarterly transfer of funds due to unresolved audit observations on the part of IP and PMU. Interaction between UNDP and PMU also took place both in person and electronically to address emerging administrative, financial as well as technical issues and sometimes added to delays in effective communications and resolving sticky issues, including amicably addressal of audit observations; • UNDP and Government of Pakistan travel restrictions due to COVID 19 pandemic also put

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		some limitations for the UNDP staff to undertake field missions to the project landscapes; • UNDP's focus on project results was reflected through its strict application of the rule that the Project must spend up to 80% of the quarterly advanced budget before new replenishments could be made; • UNDP also demonstrated a clear comparative advantage and the capacity and network to draw on international best practice in the areas of both community-based forest management and gender mainstreaming, as well as in the complex and evolving areas of landscape management and carbon sequestration; • The RTA played a strong technical support role, often acting as a sounding board to both the UNDP Pakistan Country Office and the PMU, including: providing clarification on technical concepts in the Project Document when required, advice on matters relating to the achievement of project outcomes, risk management, guidance on adaptive management approaches through recommendations in the PIRs, and on administrative procedures. **Concerns and risks:** • Closely monitored financial oversight has resulted in a trade-off between accountability and results, with disbursements in the past year processed late and impacting salaries and momentum towards the realization of results; • The AWP process has also proved challenging to manage with trade-offs being made on the activities being brought forward by the provinces that not always aligned to the objectives and expected results described in the Project Document nor to core sustainable forest management principles; • The Project was originally designed to be implemented on the NIM modality, but later changed to Project Cycle Operational Manual (PCOM) with an understanding among Ministry of Climate Change, Economic Affairs Division, and the UNDP. This arrangement led to an estranged working relationship between the UNDP CO, IP (MoCC) and the PMU, which often resulted in delays in resolving contiguous issues. Unclarity on the Project implementation

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		modality also put some limitations smooth steering of the Project implementation; • Based on stakeholder consultations, it is unclear whether final disbursements will or should be made given the low progress on some incomplete activities and what will happen to the leftover GEF funds following the Project's operational closure without a clear exit strategy or transition plan.
Quality of Implementing Partner Execution	**4: Moderately Satisfactory (MS)**	• Roles have been consistent with those defined in Table 4 of the Project Document (pp. 27-28), with less focus on social mobilization and involvement of local communities, local CBO-Support, NGOs, Rural Support Programmes (except in Sindh Province), and Private Sector engagement as per the Project's design; a job which fell onto the role of PMIUs; • An overwhelming number of respondents to the TE online questionnaire noted that the designated Implementing Partner (IP) Ministry of Climate Change, Government of Pakistan has demonstrated leadership and effective coordination for implementation of the Project and championing SFM issues at the national level, and, that Provincial Forest Departments who were Responsible Parties (RPs) also played a strong leadership role in nurturing results; • In the personal observation of the TE consultant team, the level of government ownership appears to be high for the activities implemented or undertaken through the provincial Forest Departments. All agencies stand behind the Project's objectives and the foundation it is setting for Pakistan. In fact, the Project was referred to in the 2021 PIR as "a star project" within the Ministry of Climate Change with approaches upscaled and incorporated into other national and provincial government initiatives (e.g., TBTT-P) as well as some other forestry sector development projects; • There have been lamentable musings during several of stakeholder consultations regarding too much control exerted at the national level over the Project, as opposed to the provinces where benefits were expected to accrue, as well as the Project being represented at an administrative level rather than technical one; • Many of the project interventions and results

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		were targeted for conserving forest biodiversity and managing wildlife populations and PAs, whereas the provincial Wildlife Departments were not formally made responsible for execution of on-the-ground wildlife related activities. This created a sense of indifference and lack of ownership of those interventions, and created risks going forward from a sustainability perspective. **Concerns and risks:** • While certainly a prime example of replication and upscaling to restore large tracts of forest landscape, the Government of Pakistan's (GoP) ambitious Ten Billion Tree Tsunami Programme (TBTT-P) flagship initiative has inadvertently overshadowed the UNDP-GEF SFM project since the MTR, and diverted attention and interest away from completion of pending on-the-ground project activities; • Frequent changes of Provincial Project Directors (PPDs), turnover of Divisional Forest Officers tasked with implementation of activities at individual landscapes, have sapped momentum and negatively impacted ownership and sustainability. Moreover, different / competing visions of SFM have affected operational implementation and how different elements of the Project are perceived (i.e., though successful, the Nigahbahn model in Sindh province was not appreciated equally by some partners); • High enthusiasm and ownership have not translated into political expediency to completing / approving key deliverables such as the 7 landscape management plans and updated Working Plan Codes which are still pending at the time of writing TE Report; • In spite of heavy biodiversity/wildlife elements within some activities, provincial Wildlife Departments were not sufficiently engaged, especially at the higher level, contrary to the paradigm shift per the Project's design; • Some of the on-the-ground interventions implemented directly by the PMIUs (especially in KP and Punjab) through the contractors against the spirit of the Project's design raised questions of ownership of and sustainability of such interventions; • Recent evidence emerged of key decisions on

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		project extension being made unilaterally, without the involvement and consent of UNDP, and contrary to directions provided on the Project's operational closure date.
Overall quality of Implementation / Execution	**4: Moderately Satisfactory (MS)**	• Execution arrangements were for the most part consistent and aligned with the Project Document, but their operationalization led to a number of significant deviations from the vision in the original design; • The Project Document was consistently used as the main "blueprint" to implement the Project and inform the planning of activities through the AWP process; • All agencies interviewed as part of the TE stand behind the project objectives, have taken an active part in its implementation and recognize the importance of the approach to lifting key barriers and the need for upscaling them; • The Project had an unusually slow start with the Inception Workshop delayed by more than one year following the formal endorsement of the Project Document in March 2016 and a project management team only fully onboard immediately prior. Formal implementation did not commence until after April 2017; • Considering its complexity and multiple landscapes at which it was supposed to operate (some very remote), the Project has been fairly well managed although there have been some hiccups with and drawn-out discussions regarding the usage and internalization of UNDP NIM guidelines in favour of outdated UNDP-Pakistan Government agreed procedures (Project Cycle and Operations Manual – PCOM[4]) governing implementation of UNDP supported projects; • There has been a consistently strong working relationship between PMU and PMIUs and provincial forestry departments, but the PMU while being very "hands-on", could have been more independent to take a more balanced approach for engaging all relevant stakeholders i.e., provincial Wildlife Departments. The relationship between the PMU and the UNDP Pakistan Office has been and continues to be strained, which often led to delays in resolving thorny issues and releasing quarterly tranches / replenishments to the PMU;

[4] Guidance note developed in 2013 contradicts the continued use of PCOM in Pakistan.

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		• Maturity of project management processes, including ongoing risk and issue management and out-of-the-box adaptive management could be improved with few examples of the latter. While reporting was consistent, it could have been sharper and included more evidence to support progress on actual indicators. The Project Quality Assurance Assessment could also have taken stock of progress made during the entire lifetime of the Project; • Deviating from the Project's design, the PMU took on functions of the PMIUs (i.e., overseeing the wireless and GPS-based communication system) calling into question the process for division of responsibilities; • The Project Board functioned more as another layer of reporting, did not champion to remove bottlenecks and did not play an active role in over-seeing the project execution and determining efficacy and relevance of some of the project interventions, i.e., establishment of horse stable in Siren Landscape of KP. Moreover, the representation at the Project Board was confined only to the key partners diverging from the original Project design. The Project Board should have met bi-annually as mandated by the Project Document. **Concerns and risks:** • Provincial Management Committees, as noted above, have not functioned as envisioned per the Project's design and failed to play their pivotal role raising risks on the longevity and sustainability of investments; • The AWP process played out more like a balancing act to integrate new priorities brought forward by the Government of Pakistan, especially following the 2018 election; • Insufficient ownership and control afforded to the provinces, especially to the provincial Wildlife Departments; • Inconsistent ownership by communities and weak community engagement model threatens sustainability of results; • Absence of / incoherent strategy for dissemination of results post-project, in spite of the Project having been prolific with the production of reports and other communication material(s); • Most of the knowledge products, particularly

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		baseline study reports remain unpublished, hence out of reach of many stakeholders and researchers.
3. Assessment of Outcomes	**Rating**	
Project Objective	**4: Moderately Satisfactory (MS)**	• Of the 3 corresponding Objective indicators, 1 indicator was just shy of its end-of-project carbon sequestration target but at 98% achievement can nonetheless be considered as realized, another target was partially achieved and the final indicator has not been met; • While there was inconsistent reporting on carbon benefits in the PIR which made it difficult for the TE to follow incremental progress and understand the current state, the TE leveraged the report and presentation by the Pakistan Forest Institute which was comprehensive and detailed in its carbon assessment. **Concerns and risks:** • Poor reporting, use of evidence, and repetition on indicators relating to forest areas managed for ecosystem benefits; • No definitive timeline for the endorsement of landscape management plans and the Working Plan Codes; • No impact study conducted to assess the natural regeneration in forest enclosures and survival of saplings planted in the Project landscapes for reforestation of degraded patches especially in KP and Punjab.
Relevance	**5: Satisfactory (S)**	• The Project has been highly relevant in the context of Government of Pakistan, UNDP and GEF strategic priorities. Particularly the contribution of the strategy to the government's forest landscape restoration targets is noteworthy. The Project has done a laudable job in simultaneously trying to address strategic objectives of multiple GEF-5 Focal Areas of Biodiversity, SFM/REDD+, and Climate Change; • While Sustainable Forest Management is not itself a focal area, SFM initiatives have been supported through GEF focal area interventions for Biodiversity (BD), Climate Change (CC) and Land Degradation (LD) and, increasingly, multi-focal projects covering more than one of these three focal areas. With a recent assessment undertaken by the Independent Evaluation Office in 2020, on the GEF's contributions to the SFM approach, the Project adds to the growing

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		body of knowledge on the efficacy of SFM approaches and interventions to shape future programming, as well as big-picture outcomes from its investments to date; • The Project well addresses UNDP global and national strategic priorities, including Outcome 2 of the Country Programme Document for Pakistan (2018-2022) and Outcome 6 of the United Nations Sustainable Development Framework (UNSDF) / One-UN Programme III for the period 2018-2022. **Concerns and risks:** • It is unclear how the Project has contributed explicitly to strengthening REDD+ implementation in Pakistan, especially in the context of the introduction of incentive based mechanisms for SFM and conservation measures.
Effectiveness	**4: Moderately Satisfactory (MS)**	• Progress has not been uniform across all outcomes with many loose ends at operational closure, but also partially attributable to the Project's design, with too many activities going on in three far apart landscapes in parallel with few resources to manage them effectively; • For Outcome 1, of the 7 indicators still being monitored following the MTR, only 4 corresponding end-of-project targets can be considered met or close to realization with the other 3 only partially met; • For Outcome 2, of the 5 indicators still included in the SRF following the MTR, only 3 can be considered to have reached the end-of-project target with 1 partially achieved and 1 not met; • For Outcome 3, of the 3 indicators kept in the SRF following the MTR, 1 indicator achieved the end-of-project target, 1 partially achieved and 1 not met; • The Project enabled all provinces that received project funding to work towards landscape management plans to at least some degree. It enhanced stakeholders' motivation to participate in implementing SFM principles and, to a lesser degree, enhanced their capacity; • The likelihood of the Project's Outcomes leading to the impact/global environmental benefit will significantly depend on continuity of core activities, financial support from external sources being sought and stronger ownership by government entities to see through the

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		approval of the products and services initiated by the Project. **Concerns and risks:** • Annual work planning is too ambitious with extremely detailed AWPs and high desire for delivery but is insufficiently results-based. Some indicators did not have baselines and were not monitored consistently and were not in alignment with the end-of-project targets; • Limited gender-specific data has been collected; • Many of the interventions of highly technical nature were taken without feasibility studies, and have no operational / transition plans to ensure continuity; • Project is dependent on the TBTT-P for achievement of many outcomes without reflection in AWPs; • Some activities undertaken beyond jurisdiction of the Project landscapes.
Efficiency	**3: Moderately Unsatisfactory (MU)**	• The Project's cost-effectiveness is debatable. The Project's impacts were almost entirely derived from many small-scale demonstrations designed to add to the body of SFM knowledge, that collectively absorbed a significant proportion of the total budget and time of the Project team; • The expected scale of impact was downscaled considerably with the revision of the SRF following the MTR and although the revised targets appear more realistic, they have lowered the benefit-cost ratio and sub-optimal achievement of many end-of-project targets at operational closure even more so; • Of the 22 major physical intervention / works undertaken by the Project (10 in KP, 4 in Sindh and 8 in Punjab), a total of 20 were validated as part of the TE field mission. A total of 5 of these were determined to have been completed, 2 at an advanced stage of completion >80% and the remaining 13 either incomplete or not started (Ref. Table 29); • From a resourcing perspective PMIU staff had to wear multiple hats and absorb community engagement functions earmarked to the provincial forestry departments or service providers / contractor, especially in KP and Punjab;

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		Concerns and risks: • No evidence of operational plans of how remaining activities will be completed or absorbed into existing government operations; • Wildlife departments insufficiently engaged in undertaking and monitoring biodiversity / wildlife related activities, creating ownership conundrum post-project; • Designing Project interventions without proper feasibility studies and cost-benefit analysis toward SFM; • Significant unsolved operational liabilities (i.e., Carnivore Rescue Centre, Horse Stable, Hog deer breeding centers, Wireless Communication System etc.); • Commitments made to the UNDP Pakistan Office with the release of Q3 cash advance to finalize activities by the end of Q4 have not been heeded; • Evidence of funds in government accounts that have been used unilaterally without approval by the IA for continuation of activities.
Overall Project Outcome Rating	**4: Moderately Satisfactory (MS)**	• Rating consistent with formula for determining overall outcome rating in Guidelines for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed projects, page 54.
4. Sustainability	**Rating**	
Financial sustainability	**2: Moderately Unlikely (MU)**	• The Project has chosen to pursue a high-risk single pronged financial continuity strategy by focusing on a second phase through a project concept submitted to the Green Climate Fund (GCF); • Another avenue being pursued is securing funds from the National Disaster Risk Management Fund (NDRMF) or through provincial Annual Development Programmes, but these will take some time to materialize. **Concerns and risks:** • No financial continuity because there is no clearly documented exit strategy; • Provincial funds already committed to the TBTT-P and activities spelled out there; • Bridge funding pursued unilaterally by the PMU and Ministry of Climate Change by contracting IUCN through an MoU (value approximately US$ 182,000.00); • As a financial sustainability strategy, the Implementing Partner and PMU have unilaterally extended Project implementation

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		beyond the agreed operational closure date per the extension granted, contrary to guidance provided by the RTA and UNDP Country Office. Based on financial reporting and expenditure details, it is unclear which funds were used to sub-contract IUCN for a period of six months, as noted in the bullet above.
Socio-political sustainability	**3: Moderately Likely (ML)**	• As events in 2018 have shown, government priorities can shift quickly in Pakistan and no firm commitments made by the provincial forestry and wildlife departments for absorption of activities; • Authorities and communities in Sindh are happy with retrieval of forest land and demarcation of riverine forest lands. The re-demarcation of forest lands created a new baseline for SFM; • From a community benefit perspective, the Project has to some extent demonstrated sustainable use of non-timber forest products (NTFPs) through harvesting of black persimmon, walnut, thyme, tea and honey collection to name a few, whereas community-based marketing of these products remained a challenge. Anecdotal evidence was collected during field mission of income-generating benefits and future potential of honey collection from the project landscapes; • Distribution of fuel-efficient stove, gas cylinders, kitchen gardening seeds, poultry units, and introduction of biogas plants to local communities is likely to have positive impact on women folk who benefited from these small-scale interventions.
Institutional framework and governance sustainability	**2: Moderately Unlikely (MU)**	• Neither a formal consultative and broadly owned exit strategy nor a transition / continuity strategy for the absorption of activities and operational plans have been developed in spite of recommendations to do so in the MTR and in PIRs, as well as a requirement of the Project Document; • No feasibility strategies were undertaken from the outset pointing to poor planning of the longevity of activities; • Revitalization and strengthening local level governance structures for promoting SFM is crucial for the sustainability of interventions through establishment of SFM Committees, which could not be harnessed as effective community mobilization remained a challenge all across the project landscapes.

Table 2: Evaluation Ratings Table		
1. Monitoring & Evaluation (M&E)	**Rating**	**Comments**
		Concerns and risks: • Stakeholder consultations have surfaced that Provincial forestry departments are already critically short of field staff and simply do not have the personnel to manage / oversee physical works and effectively engage local communities. As such, momentum is likely to dissipate quickly. Local CBO-Support NGOs/Community Directorate of forest departments could have filled this gap if engaged effectively; • Provincial Project Management Committees established under the Project, if functioned diligently, could have provided an important forum to address SFM challenges at the provincial level.
Environmental sustainability	**4: Likely (L)**	• Concerted effort on safeguarding ecosystem services through restoration; • Natural regeneration has been one of the strong points of the Project and is considered the best option for restoring degraded forests. **Concerns and risks:** • Restoration has not been at a sufficient scale to restore ecosystem services though high replication of approaches can be absorbed into other government initiatives. • Establishment enclosures in the Guzara Forests proved to be a best tool to facilitate natural regeneration by designating community Nigahbahns. This potential has not been fully realized, now likely to be picked up by other government supported project like TBTT-P.
Overall Likelihood of Sustainability	**2: Moderately Unlikely (MU)**	• At the provincial level, sustaining project outcomes will be entirely dependent on external funding or piece-meal efforts through provincial Annual Development Programmes (ADPs); • At the national level, the situation is somewhat more complex and impacted by political considerations and vision but the flagship TBTT-P provides the overarching framework for upscaling of some lessons and approaches; • Consistent with the formula in the TE guidelines (page 56), the overall likelihood of sustainability is moderately unlikely.

Table 3: Terminal evaluation rating scales	

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance:	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	**4 = Likely (L):** negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or no or minor shortcomings	**3 = Moderately Likely (ML):** moderate risks to sustainability
4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings	**2 = Moderately Unlikely (MU):** significant risks to sustainability
3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings	**1 = Unlikely (U):** severe risks to sustainability
2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings	**Unable to Assess (U/A):** Unable to assess the expected incidence and magnitude of risks to sustainability
1 = Highly Unsatisfactory (HU): severe shortcomings	
Unable to Assess (U/A): available information does not allow an assessment	

C. Concise Summary of Conclusions, Lessons and Recommendations

Conclusions summary

10. The general findings of the Terminal Evaluation indicate that "Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests" was moderately successful in generating expected results. Likewise, the Project's overall performance was **Moderately Satisfactory** in relation to the established evaluation criteria, with uneven and varied performance across the targeted landscapes. These are positive ratings considering the scale and geographic spread of activities that were implemented across the three provinces and seven landscapes, the complex institutional arrangements, the high coordination and administrative support needs that resulted, and the fact that numerous activities are still ongoing at operational closure.

11. By virtue of it having met only 1 of the 3 targets and partially met another, the Project has contributed modestly to the Development Objective of promoting Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn, and Riverine forests (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services, through its three associated indicators. While the Project supported the development of 7 landscape level forest management plans (FMPs), the TE consultant team finds these of varied technical quality having been developed by different technical consultants and IUCN, and are in different stages of finalization, are very much still under review by provincial forest departments and other stakeholders, and have not been implemented, let alone having delivered ecosystem benefits as envisaged. While carbon sequestration efforts have lagged throughout the Project and was fraught with inconsistent calculations, it appears that considerable progress has been made in the last two quarters of 2021. Having reviewed the highly technical calculations by the Pakistan Forest Institute (PFI), the TE consultant team considers this target as being met. However, these calculations remain to be validated by independent experts on carbon stock assessment.

12. The Project implementation approach was well-articulated and in principle promoted a two-pronged ecosystem services and livelihood approach at each of the landscapes high in both biodiversity potential and where communities are affected by extreme poverty. In both cases the impacts, though well-intentioned, were muted due to scalability issues and inadequate investments and post-project operational planning for sustainability of efforts. Annual work planning was well-orchestrated and consistent with standard AWP processes and included broad consultation at each of the provinces. Competing visions and priorities led to scope creep and trade-offs being made to secure ownership of executing partners. This did not always translate into delivery and preparation and readiness varied considerably between executing partners and not all the Project landscapes have progressed at the same rhythm.

13. Progress against Outcome 1 was **Moderately Satisfactory**, against Outcome 2 was **Moderately Satisfactory** and against Outcome 3 was also **Moderately Satisfactory**. Of the 18 total indicators in the Strategic Results Framework following adaptive management changes and whittling down of the Project's scope after the MTR, only 9 were achieved in full, 6 partially achieved and 3 not met. Taken together, the Project's Development Objective was not fully achieved in relation to its stated impact indicators, and most of the expected outcomes were only partially achieved. Greatest progress was made towards local / provincial outputs and outcomes rather than on national deliverables.

14. Reports on the progress of the indicators show that the targets established at the quantitative level have not all been met with many gaps and loose ends as the Project reached its official operational closure on 31 December 2021, especially with respect to adoption of landscape management plans, working plan codes and physical works. From a qualitative point of view, a properly guided exit strategy is needed and that single-focused efforts to apply for funding through the Green Climate Fund is a highly risky prospect which may take time to materialize and pay dividends. This Project experienced significant limitations, especially due to constraints related to the COVID-19 pandemic in the years following the MTR, impacting capacity building activities.

15. Notwithstanding, the Project leaves some important legacies, including many "firsts" for Pakistan. Perhaps the most important legacy left by the Project is the demarcation of and replacement of missing boundary pillars. In collaboration with the Survey of Pakistan, this has created a new baseline for the country and an important step in hastening the recovery of forests, resolving encroachment issues and addressing the illegal conversion of forest lands to other land uses, especially in the Sindh province. Significant progress was also made towards demonstrating and documenting different SFM approaches, including those at the local level through community engagement, across the 7 landscapes which stands out as one of the Project's main accomplishments. Also of significance is first-hand exposure to best practices and training through a wide range of visits to other jurisdictions and international exposure visits to experiential learning. Finally, a range of facilities that were in a state of disrepair or unused have been renovated under the Project, not least of which is the transformation of Miani Forest and Wildlife Training School at Hyderabad, Sindh, which benefitted from significant physical and soft investments to support academic studies of new cohorts going forward.

16. Efficiency was one of the weaker aspects of performance. Inefficiency was reinforced at the national level by changes of government in 2018 leading to policy shifts and strategy resets, continual staff turnover at provincial and landscape level, multi-tiered institutional and administrative arrangements that did not always foster sufficient technical ownership, and administrative guidelines that did not offer the flexibility or adaptive management. Resourcing gaps resulted in both PMU and PMIUs pursuing tasks for which they were ill-equipped and understaffed to deliver, especially with respect to liaison

with local communities and effective planning and monitoring of physical works. Wildlife departments were not sufficiently engaged in spite of a strong focus on biodiversity and wildlife elements in on-the-ground Project investments. Unhappily, not all physical works were completed and design was a contributing factor as several outputs were excessively ambitious for the allocated timeframes, or were outside the Project's influence and technical depth.

17. The main shortcomings of the Project are in the sustainability, integration of and dissemination of results, although the TE consultant team understands that discussions have occurred and are currently ongoing between a subset of partners to leverage products developed, an eventual subsequent phase, and regarding whether funding allocations can be secured prior to GCF funds materializing. The institutionalization of Project achievements and SFM concepts are also contingent the eventual approval and implementation of the 7 FMPs, working plan codes and monitoring protocols to become part of the official instruments to manage HCV forests in Pakistan.

18. There have been few if any conversations on transitioning unfinished physical works to other entities. Stakeholder consultations have surfaced that the forestry sector is understaffed and grossly underfunded, which presents a financial risk to sustainability and operations of both completed and unfinished restoration activities. Moreover, the change from unsustainable to sustainable practices implies the reform of the institutional framework and governance of the forestry sector, which, under this project demonstrated that it is a challenging task, especially at the community level. From a concept perspective the absorption of approaches into the TBTT-P bodes well for replication, provided there is provision under the PC-I of TBTT-P.

19. While the Project commissioned a superficial study on gender considerations in the forestry sector and a deeper analysis on how the UNDP-GEF SFM project responded to women's needs, capabilities and preferences, it missed an opportunity to fully mainstream women's empowerment - as expected from a GEN2 marker rating – into the Project's activities by looking at how activities affect men and women differently. Instead, it honed exclusively on the Project's livelihood interventions, some of these targeting women. Recommendations, up until the 2020 PIRs from the UNDP Country Office, regarding documenting gender disaggregated data for all activities and developing a 'gender mainstreaming strategy / action plan', as well as a gender-focused knowledge management & communications, did not materialize.

Lessons learned

20. The project experience provides an interesting case study from which a number of lessons can be derived:

- ***GEF projects should be purposefully ambitious but also ought to be purposefully realistic and pragmatic.*** Project design must take into account the disruption, upheaval and change in policy resulting from election cycles and priorities of the incumbent government. Political risk must also be part of the risks of implementing such a project with costed risk mitigation strategies to minimize negative impacts to project effectiveness.

- ***Initial mobilization of GEF project inputs and bringing key players on the same wavelength take considerable time, especially in developing countries like Pakistan.*** Therefore, project design must take into account such time lag between endorsement of Project Document and actual initiation of the project implementation, as this was the case in the UNDP-GEF supported SFM project.

- ***Multi-focal area projects, especially those which are intended to break new ground, are inherently complex from the outset and should be designed to align with available personnel, capacities and requisite skill sets of the management / coordination teams that implement them so as to avoid projects spreading themselves too thin.*** A good design leads to a good implementation, which in turn leads to good project results. There is more chance for a well-designed project to be a success. Every step of the way counts in its overall value-chain towards eventual success. In the UNDP-GEF SFM project, outputs and outcome indicators were often over-dimensioned in relation to the allocated timeframes or outside the Project's immediate influence; this is a recurrent design oversight that unfairly 'raises the bar' for performance and impact assessments. The Project's performance was to a certain degree influenced by (i) unrealistic timelines for key outputs; (ii) institutional coordination arrangements that were broad and time-consuming through LOIs once AWPs were completed; (iii) administrative guidelines that were not ideally suited to the needs of this project. Alternative project modalities - implementing separate contracting for co-implementing partners - might have provided more effective options and should have been considered at the design stage; and (iv) too many complex indicators which persisted until after the MTR with an inadequate M&E budget for monitoring indicators.

- ***Less is more.*** GEF projects are designed to demonstrate new approaches, but can easily become overwhelmed when trying to juggle too many studies, demonstrate far too many approaches, consolidate learnings, refine approaches and then try to implement on a wider scale; all while considering the mainstreaming of cross-cutting issues and gender aspects. It is much better to focus on a handful of demonstration and get them right than trying too many with multiple loose ends, which takes away from their inherent demonstration value and ability to be packaged as well-informed case studies and results of the pilot testing.

- ***Community-based SFM interventions require proper community mobilization and engagement of local governance structures or CBO-Support local NGOs.*** Provincial forestry and wildlife departments often lack expertise and manpower trained in social organization and keeping an active liaison with local communities. If such expertise is not available with the project team either, the project would suffer immensely and may not be able to achieve desired results and sustainability of community level SFM related livelihood activities, as observed under this UNDP-GEF SFM project. Ideally, each PMIU should have been facilitated with a full-time "Community Liaison Officer."

- ***Careful thought and attention to recruitment and ensuring independence of PMUs.*** Multi-stakeholder projects require seasoned managers at different levels of project implementation with solid background and certification in core fundamentals. It is also beneficial to consider recruiting externally based managers who will remain independent and reflect the needs of all partners.

- ***It is never too early or too late to learn from mistakes and change course.*** Adaptive management is a key management instrument for this type of project, providing the necessary flexibility to review and reinvent the approach to implement the project as needed, as well as use out-of-the-box innovative thinking to secure project deliverables while maintaining adherence to the overall project design.

- ***The Project has established a foundation of demonstrated sustainable practices that facilitates future replication and is likely to generate eventual impact. It is now time for the responsible ministries and forestry departments to move the Project's legacies forward.***

Although the wider Project team was unable to fully achieve all outcomes or the project's objective, the present situation is a considerable improvement over the pre-project baseline. The responsibility now lies with the Implementing Partner and executing partners at the provincial level to generate the momentum that is needed to move these processes forward - both horizontally to an expanding number of stakeholders, and vertically as a means to influence government policies in the three provinces and within others. This project is also a good example of demonstrations that could lead to multiple spin-off investments and to a substantial investment project by other entities such as the GCF or World Bank supported NDRMF. The Project has been relatively successful in demonstrating some SFM measures and carbon sequestration capacity in different forest ecosystem types; it is now ready to be replicated (an investment project) throughout Pakistan so long as the core fundamentals FMPs, working plan codes, and monitoring protocols are adopted and implemented by the respective provincial governments.

- ***Energy self-sufficiency, alternate energy sources (i.e., biogas plants and solar system) Non-Timber Forest Products and specifically honey collection have shown to be fundamental entry points for sustainable community development and women's empowerment associated with SFM.*** Access to energy is a fundamental issue throughout Pakistan, and is a source of conflict in sub-tropical pine and scrub landscapes of Punjab where communities largely depend on locally harvested fuelwood. The proliferation of energy efficient stoves and biogas plants served as a technology validation that addresses a fundamental need. Organic production, community collection and branding of high-value NTFPs in Khyber Pakhtunkhwa, while demonstrated at a micro scale, has potential if nurtured. Training on wild honey collection and storage at local communities of Kot Dhingano Lakhat Riverine Forest Landscape stands out as a viable sustainable development option that integrates environmental and socio-economic benefits, with significant income potential based on feedback received during stakeholders' consultations.

- ***As part of managing GEF projects, a discreet final phase is required to consolidate and document results.*** Because the Project was consumed with frenetically delivering final activities during the final two quarters of 2021 to make up for delays, it missed a vital opportunity to consolidate findings and lessons through a final terminal workshop, document results through a final terminal report, discuss operational readiness and transition planning through an exit strategy, and to identify the way forward to replicate these results in similar context in the country and in other provinces.

Recommendations

21. A summary of recommendations is provided in Table 4 below and also noted in Section V C.

Table 4: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
Category 1: Current project		
1	**It is recommended to ensure that all technical reports produced to date be made available to their intended audience and "consumers" following the Project's operational closure. Additionally, it would be more advisable to put the key project reports and plans on the websites of Ministry of Climate Change and respective provincial Forest Departments.**	PMU, PMIU, Implementing Partner, Provincial Forestry

Table 4: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
	The Project has been a prolific report generator and has produced an impressive body of knowledge including numerous baseline studies, assessment, technical manuals, training reports, guidelines, management plans, etc. As the Project closed at the end of 2021, all these products should be collated and made available to their intended target audience and made available at the websites of the concerned agencies and departments, including a full listing in the final project report. This recommendation coincides with the need for a knowledge management strategy going forward to identify the people, processes and technology to keep these reports up-to-date if subsequent revisions are warranted.	Departments and UNDP Country Office[5]
2	**Without delay, any surplus or unspent GEF funds should be transferred back to the UNDP Pakistan Country Office to be returned to the donor.** Based on a comprehensive review of the cumulative Combined Delivery Reports, the Project has only managed to spend 95% of the total GEF budget at operational closure. Therefore, there are approximately 5% unspent financial resources at operational closure (US$ 402,941.90) which need to be reclaimed by UNDP's Bureau for Policy and Programme Support of the Global Policy Network - Nature, Climate and Energy - Vertical Fund (BPPS NCE-VF) Directorate. Per financial guidelines, a refund to the GEF shall be done via reporting on financially closed projects after the Country Office financially closes the project in Atlas (up to 12 months following operational closure).	Ministry of Climate Change and UNDP Country Office
3	**In the absence of a formal exit strategy and final project terminal workshop, the IP and the provincial Forest Departments should develop a succinct roadmap on the way forward and convene a meeting with the Implementing Agency, Ministry of Climate Change and representatives from each Provincial Forest and Wildlife Departments to transition unfinished activities, unapproved deliverables and settle any liabilities for partially completed works[6].** The Project contributed to improving the enabling environment for SFM and invested in testing and demonstrating innovative approaches. As per the GEF definition of catalytic role, most results of this project are now ready for replication and scaling	Implementing Partner (MoCC) and the respective Provincial Forestry Departments

[5] UNDP is mentioned as a responsible party only from the perspective of providing access to any corporate knowledge management tools, such as Microsoft SharePoint for example, to enable the collation and dissemination of knowledge products if a tool is not already available by the Ministry of Climate Change or Provincial Forestry Departments.

[6] This may include unpaid salaries, contracting services and work undertaken per already agreed estimates and designs and approvals to activate construction.

Table 4: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
	up. In order to facilitate and ensure the sustainability of these results, it is recommended to collate together a summary of all the products and services developed by the Project, identify an owner and transition strategy (phasing down, phasing out and phasing over). The roadmap document should detail what remaining work needs to be done to complete unfinished deliverables, when, how and who, to facilitate the transfer of project achievements to relevant partners and stakeholders. It would also contribute to ensure the long-term sustainability of the Project's achievements.	
4	**Develop operational plans for ecotourism activities, captive-breeding/rescue centers, wireless-based communication system, and physical works which require ongoing operational support, as well as facilitate the development of business plans for local livelihood activities, i.e., sustainable use of Non-Timber Forest Products (NTFPs).** As an input into the roadmap noted above, a series of operational / maintenance plans should be established for key ecotourism ventures (i.e., Moto Tunnel, Mlakandi, Munro Track, and Tourist Village/Visitor Centre at Kund Siran Forest Division); forest squads and equipment; road maintenance in Chakwal and Kallar Syedan; and, wireless-GPS communication systems, to name just a few. Investment business plans should be developed to support continuation and self-sufficiency of livelihood.	IP (MoCC) and the respective provincial Forestry and Wildlife Departments
5	**The horse stable established in Siren Landscape for revival of century old practice for patrolling high-altitude reserve forests will not be viable in the long-run, given the lack of proper facilities, professional handlers, and veterinary services within the KP forest department. This facility should either be desisted or managed with proper resources and expertise.** The horse stable was established without a feasibility study and operational plan by bringing horses from the down country, which were not climatized to the cold environment, resulting in the loss of two horses. Given the availability of alternate options for surveillance of mountain forest tracts (reserve forests), this activity should be discontinued and the remaining horses be transferred to the Forest School in Abbottabad (as proposed by the school already) or other suitable facility in KP.	IP and KP Forest Department
6	**Activities of a highly technical and specialized nature like captive-breeding and release of wild animals and birds should be undertaken with the involvement of provincial wildlife departments having mandate and expertise for resorting to such ventures and maintaining these facilities for ensuring sustainability and viability.**	IP and respective provincial Wildlife Departments

Table 4: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
	It is very important that activities of a specialized nature are under taken with proper feasibility studies and operational plans keeping in view habitat assessment and requirement, as well as structure and functions essential for the targeted species and with the engagement of concerned line departments. As a result of insufficient engagement and involvement of provincial wildlife departments during implementation and their reluctance to do so at this juncture, it is important to find the viable options for maintaining these facilities and achieving the desired results after operational closure of the Project in some manner due to inadequate capacity within the provincial forest departments to run these facilities.	
Category 2: Future GEF programming		
7	Consider the seasonality of activities in project design and account for die-off of seedlings / saplings in budgets for restoration works.	IP, respective provincial Forest Departments, UNDP-CO
8	The planning of and management of co-financing resources must undergo a fundamental rethink. The ongoing management of co-financing contribution as inputs to AWP was missing and the impact of the Project was not aligned to the total funding envelope as envisaged at the time of CEO endorsement.	IP and UNDP-CO
9	At inception, ensure a clear selection / nomination process and supporting criteria for participants to attend training sessions (domestic and international) are developed from the outset. These should be developed with key beneficiaries in mind, especially at lower tier of the provincial line agencies. The trainings in the UNDP-GEF SFM project, especially international workshops and exposure visits, disproportionately benefited senior management, project team, and those that might have already had a relatively high level of capacity.	IP and UNDP-CO
10	**Establish partnerships with local and provincial academic institutions and grassroots NGOs towards the contribution to SFM and biodiversity conservation.** Involvement of community level governance structures, research institutions, and academia in activities targeting participatory resource assessment and biodiversity conservation, especially at the operational level, is crucial. Therefore, it is important to establish some operational-level partnerships with the local and provincial research institutions and academic sector, and with CBO-Support Organizations so that the participatory biodiversity conservation and monitoring efforts can continue after operational closure of the Project.	IP and UNDP-CO
11	***UNDP Pakistan Country Office to offer initial and refresher Project Management and gender training for projects within its portfolio.***	UNDP-CO

Table 4: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
	Training has the potential to act as a bridge between the IA and Implementing Partners and provides PMUs with the key underpinnings and playbook to manage projects well and according to best practice, especially to government personnel with limited project exposure. The UNDP Pakistan Country Offices should also offer ongoing guidance on how to apply a gender lens to GEN2 projects. This should be the norm as is the case with other UNDP Country Offices.	
12	The PIR is a core reference document and should be the source of truth of any project logical framework. Projects should internalize and start monitoring cumulative progress against modified indicators following MTRs. PIRs should explicitly delineate changes to the results hierarchy and targets once adopted by the Project Board.	IP and UNDP-CO
13	For multi-focal area projects like SFM requiring involvement of local communities in on-the-ground implementation of project activities targeting livelihood improvement, there should have been full-fledged community mobilization component at least at the outcome level. Such a provision in the project design could help in organizing local communities, strengthening traditional governance structures and creating financial mechanisms for sustaining these structures and activities undertaken with their involvement. Therefore, it would be advisable such type of future projects should have a desirable level of community mobilization/organization component with a clear outcome and outputs, and corresponding indicators.	IP and UNDP-CO
14	Future projects should ensure appropriate mechanisms are in place to ensure ownership is transferred and concentrated at the provincial level and that benefits accrue at the local level, especially local communities within the landscapes per a project's design.	IP and UNDP-CO
15	Project of technical nature like SFM should be managed at the technical level by the personnel having expertise and technical knowledge of the subject both within the project team and among implementing/executing agencies. This would help in proper designing, implementing, overseeing, and producing desired results envisaged under the project design.	IP, respective provincial Forest Departments and UNDP-CO
16	UNDP should ensure that the Terms of Reference for project audits are expanded to include an assessment of administrative and financial management practices by a project team and implementing/executing agencies. This would be closer to a performance audit and could help GEF agencies target problems at an early stage and apply corrective measures. Furthermore, and as an extra measure of due diligence, a new financial audit should be undertaken, or added to the scope of an existing one. The scope of work should include: • A determination of whether GEF resources were used to extend the operational closure date of the Project and how	UNDP-CO

Table 4: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
	this is reflected in financial reporting, as it is not clear from the latest Combined Delivery Reports shared with the TE consultant team how this has been reported.	
17	In spite of not being mentioned in the Project Document as a Responsible Party, IUCN was allocated a budget of US$ 1,516,900.00 via a Letter of Agreement (LoA), corresponding to 18.2% of the total GEF grant. Ensure that any partner not mentioned explicitly in the Project Document is selected through competitive tendering and RFP process.	IP and UNDP-CO
18	The sustainability of livelihood activities ought to be strengthened going forward through more focus on value chain improvements of selected potential NTFPs (fruit, nuts, medicinal plants) and improved market access to address livelihood needs of forest dependent beneficiaries.	IP, respective provincial Forest Departments and UNDP-CO

II. INTRODUCTION

A. Purpose and Objectives of the Terminal Evaluation

22. The objective of the Terminal Evaluation was to gain an independent analysis of the achievement of the Project at completion, as well as to assess its sustainability and impact. The report focuses on assessing outcomes and project management. The TE additionally considered accountability and transparency, and provided lessons learned for future projects, in terms of selection, design and implementation. This report is in five sections: (i) executive summary; (ii) introduction; (iii) project description; (iv) findings, sustainability, impact; and finally (v) conclusions / recommendations / lessons. The findings (Section IV), are additionally divided into strategy and design, implementation and management, and results.

23. Further, in accordance with UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed projects, the evaluation has the following complementary purposes:

- To promote accountability and transparency, and to assess and disclose project accomplishments;
- To synthesize lessons that can help to improve the selection, design and implementation of future GEF-financed UNDP activities;
- To provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues;
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit;
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with the applicable UN Development Assistance Framework (UNDAF) and UNDP Country Programme Document (CPD).

24. Further to this, the Terms of Reference (Ref. Annex A) state that the objectives of the evaluation will be to:

- Assess the achievement of project results supported and underpinned by evidence (i.e., progress of project's outcome targets);
- Assess the contribution and alignment of the project to relevant environmental management plans or existing climate and land management policies;
- Assess the contribution of the project results towards the relevant outcome and output of the Country Programme Document for Pakistan (2013-2017 and 2018-2022) and recommendations on the way forward;
- Where relevant, assess any cross-cutting and gender issues[7];
- Assess impact of the project in terms of its contribution to, or enabled progress toward, reduced environmental stress;
- Examine the use of funds and value for money and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP.

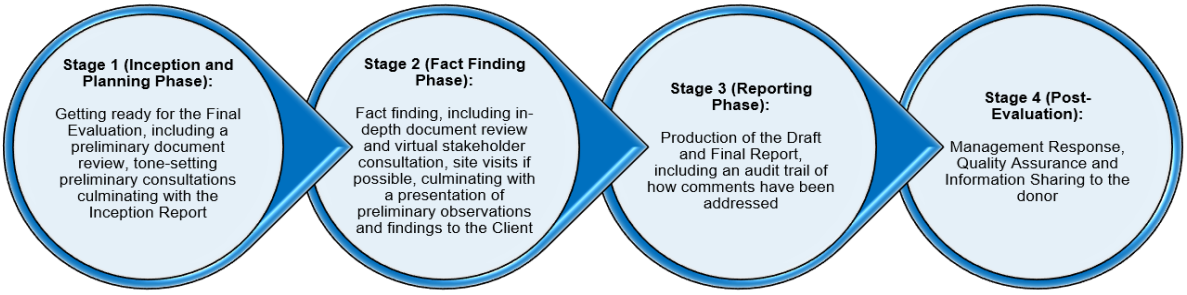
[7] This includes poverty alleviation; strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability, as well as cross-cutting issues such gender equality, empowering women and supporting human rights.

B. Scope and Methodology

Approach

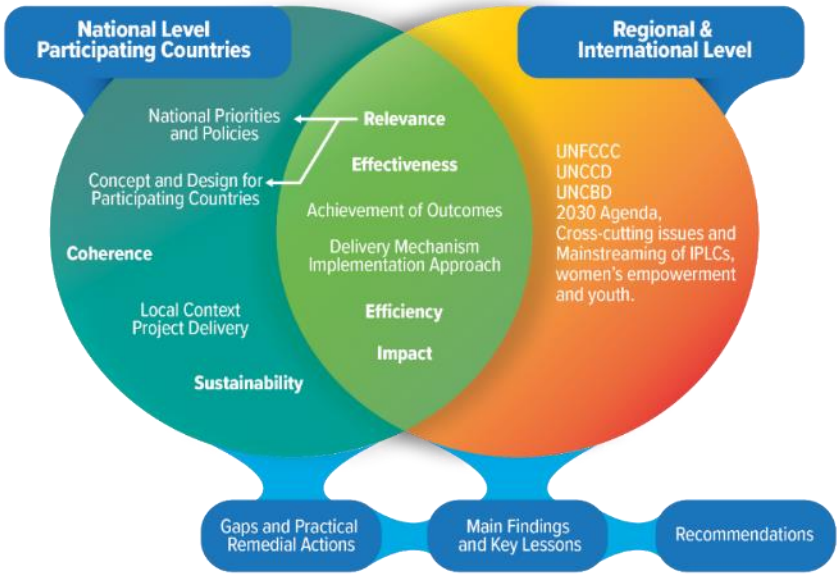
25. The overall staged approach and methodology of the evaluation followed the guidelines and requirements outlined in UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported GEF-financed Projects as noted above. The roadmap for the TE was initially socialized in a preliminary kick-off meeting on 16 September 2021, discussed with the UNDP Pakistan Country Office, and subsequently articulated in the Inception Report (Ref. Annex B).

Figure 1. Stages of the Terminal Evaluation Per TE Guidelines



26. The TE was an evidence-based assessment and relied on feedback from persons who were involved in the design, implementation, and supervision of the Project. At the outset, the TE consultant team was provided with and reviewed an initial information package of basic documents (augmented over time throughout the course of the evaluation), and held stakeholder consultation as the primary data collection vehicles. The international consultant acted as team leader and was responsible for quality assurance and consolidation of the findings of the evaluation, and provided the TE report, in close consultation and discussion through consensus with the national consultant.

Figure 2. Conceptual Model of the Terminal Evaluation



Timing of Terminal Evaluation

27. The Terminal Evaluation was undertaken between October 2021 to February 2022 by a two-person team, comprising a national consultant and an international consultant / team leader.

C. Data Collection & Analysis

28. The methodology of the TE has followed the step-wise approach set forth below.

Development of Evaluative Matrix

29. As per Annex 6 of UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported GEF-financed Projects, an evaluative matrix has been prepared by the TE consultant team, and is presented in Table 5. The evaluative matrix serves as a logical guide on how the TE is to be conducted, presenting key questions that are to be answered during the evaluation. Per guidelines, these questions relate to the following main subject areas and lines of inquiry: (i) Relevance; (ii) Effectiveness; (iii) Efficiency; (iv) Results; (v) Sustainability; (vi) Gender equality and women's empowerment; and (vii) Cross-cutting and UNDP mainstreaming issues.

30. The assessment of project achievements against the criteria was conducted using a systematic approach and through a structured set of questions which arise from the project Objective, Outcomes and Outputs as amended and recorded in the Project Inception Report, as well as evaluated in the Midterm Review (MTR) report. In doing so and when appropriate, the TE consultant team sought to make reference to the indicators and targets in the Strategic Results Framework. Moreover, it is recognized that when addressing whether or not particular results have been achieved, the reply may reflect progress towards the sought result. Therefore, the TE also attempted as part of the process, to identify what would be required for the sought result to be achieved and make a judgement call on the corresponding gap, if any.

31. The matrix also identifies the various indicators which will reflect whether or not specific conditions or targets are met, the sources of data and information utilized to support the analysis, and the methodology employed in gathering the data.

32. The following evaluative matrix provided a logical guide for the line of questioning on how the TE was to elicit information on each of the core TE criteria.

Table 5: Evaluation Framework of Key Questions by Evaluation Category

Evaluative Criteria	Indicators	Sources	Methodology
Relevance: *How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?*			
Were the objectives and implementation strategies consistent with: i) global, regional and national environmental issues and needs; ii) expectations and needs of key stakeholder groups; iii) the UNDP mandate, programming and policies at the time of design and implementation; iv) GEF focal area's strategic priorities and operational programme.	Level of congruence of the SFMP Strategic Results Framework with the relevant multi-focal GEF-5 Focal Area strategies Level of congruence between project SRF and UNDP strategic objectives Level of congruence between national and provincial priorities and SFM objectives Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities Level of involvement of government officials and other partners in the project design, inception and implementation process	• GEF 5 Focal Area Strategies, GEF Global Environmental Benefits, PIF, Project Document, CEO Endorsement Request, PIRs, MTR feedback • UNDP Strategic Plan 2018-21, UNDP/UNOPS joint Country Strategy Pakistan 2018-21, International commitments (e.g., Pakistan's UNCBD NBSAP), national and provincial policy and strategic documents • Project Document, technical reports, literature on SFM in Pakistan, first-hand information from stakeholders, MTR feedback	Document analysis, interviews with GEF-OFP & NPD, personal Observation Document analysis, Interviews Informal Focus Group / Roundtable discussion Discussions, survey, personal observation
Did persons who would potentially be affected by the project have an opportunity to provide input to either its design and strategy?	Level of participation of persons potentially affected by the project.	• Project document, inception report, stakeholder interviews	Desk review and Interviews (including field visits using remote tools)

Table 5: Evaluation Framework of Key Questions by Evaluation Category			
Evaluative Criteria	**Indicators**	**Sources**	**Methodology**
Question to gauge adaptive management under "relevance": To what extend did the (political, environmental, social, institutional) context change during project implementation and how did the project adapt to this/these change(s)?	Reported adaptive management measures in response to changes in context	• Project progress reports/PIR • Interviews with project staff and key stakeholders	Desk review and interviews
Were gender and social inclusiveness considered in modifying the project strategy in the final two years of implementation?	Active stakeholder involvement from both men and women. Efforts to change SRF since MTR	• Project document, inception report, stakeholder interviews • Disaggregated data	Desk review, progress reporting / PIR, field visits using remote tools and interviews
Were lessons from other projects, including those pertaining to gender and social issues, incorporated into the project strategy?	Reference of lessons learned from other projects, including those pertaining to gender and social issues, captured in design and planning.	• Project document and stakeholder interviews	Desk review and interviews
To what extent have synergies with other projects / programmes been realized in project design and implementation?	Nature and kind of partnerships developed by the project	• Project document, Project documents of other projects, Documents on synergies between projects, MTR feedback	Document analysis, interviews, personal observation
Does the strategic results framework fulfil SMART criteria, and does it sufficiently capture the added value of the project?	Level of compliance of strategic results framework with SMART criteria	• Strategic results framework, UNDP guidance on planning and monitoring for development results, GEF Tracking Tools	Document analysis, interviews
How has the project accommodated and succeeded in mainstreaming other cross-cutting issues?	Annual Work Plans Budget PB Minutes Efforts to change SRF since MTR	• Project document, inception report, stakeholder interviews • New metrics being incorporated into the SRF	Desk review, progress reporting / PIR, field visits using remote tools and interviews

Table 5: Evaluation Framework of Key Questions by Evaluation Category			
Evaluative Criteria	**Indicators**	**Sources**	**Methodology**
Was the project design realistic in terms of the capacities and resources of the executing agencies? Were partners properly identified and roles and responsibilities negotiated before project start? Were partner resources and capacities enabling legislative framework, and appropriate project management arrangements in place at project start?	Level of effectiveness of project implementation Level of efficiency of project implementation Level of effectiveness and efficiency of project implementation	• PIRs, audit reports, MTR feedback • MoUs, Project Document, PIRs, PB minutes, MTR feedback • Minutes of PB meetings, LPAC meeting minutes, MTR feedback	Document analysis, interviews, survey, personal observation
Effectiveness: *To what extent have the expected outcomes and objectives of the project been achieved?*			
How successful was the project in realizing the core objective?	Output level indicators of Results Framework	• Project progress reports/PIR • Tangible products (publications, studies, etc.) • Interviews with program staff, partner organizations in implementation, project beneficiaries	Desk review, field visits and interviews
How successful was the project in realizing the outcome of embedded sustainable forest management into landscape spatial planning?	Output level indicators of Results Framework Institutional capacity in place to assess, plan and implement priority conservation management	• Project progress reports/PIR • Tangible products (publications, studies, plans etc.) Interviews with program staff, partner organizations in implementation, project beneficiaries • News / Press releases and ministerial statements	Desk review, results of tracking tools interviews
How successful was the project in realizing the outcome of	Output level indicators of Results Framework	• Project progress reports/PIR • Tangible products	Desk review, interviews, direct observation during field visits

Table 5: Evaluation Framework of Key Questions by Evaluation Category			
Evaluative Criteria	**Indicators**	**Sources**	**Methodology**
biodiversity conservation strengthened in and around High Value Conservation Forests?		(publications, studies, plans etc.) Interviews with program staff, partner organizations in implementation, project beneficiaries • Evidence of mainstreaming • Tracking tools	
How successful was the project in realizing the outcome of enhanced carbon sequestration in and around HCVF in target forested landscapes?	Output level indicators of Results Framework	• Project progress reports/PIR • Tangible products (publications, studies, plans etc.) Interviews with program staff, partner organizations in implementation, project beneficiaries • CO2 estimates	Desk review, interviews, REDD tracking tool
Were key stakeholders appropriately involved in producing the programmed outputs?	Stated contribution of stakeholders in achievement of outputs	• Citation of stakeholders' roles in tangible products (publications, studies, etc.) • Interviews with partners and project beneficiaries	Desk review and interviews
Has the project been successful in influencing government agencies to mainstream "financing" structures for SFM into more accommodating policy, regulatory frameworks, federal/state supported programs?	Recommendations of project are actually included in policies, budgets and plans	• Annual project implementation reports • Interviews with economic planning and regulatory agencies and organizations that manage Provincial Budgets • Field visits to key sties and interviews with state entities and local government	Desk review and interviews
To what degree have the project products (e.g., studies, methodologies, etc.) been accessible to decision makers	Indicators in the SRF	• SRF • Budget and planning documents	Detailed document reviews

Table 5: Evaluation Framework of Key Questions by Evaluation Category			
Evaluative Criteria	**Indicators**	**Sources**	**Methodology**
and other relevant stakeholders, and what effect has this had on financial strategies and management in the project intervention areas?			
Have the tracking tools (capacity development / REDD / etc.) shown improvements since the MTR?	Improved scoring (consistent upward trend) from respective tracking tools.	• Tracking tools, stakeholder interviews	Desk review and interviews
What remaining barriers exist to achieving the project objective and can these be achieved post-project with little to no investment?	Identification of barriers and strategies to address the barriers	• Progress reports, meeting minutes, stakeholder interviews	Desk review and interviews
How has the project amplified, scaled-up and replicated the results to other areas in question	Cooperation agreements, number of meetings	• Progress reports, meeting minutes, stakeholder interviews	Desk review and interviews
What lessons can be drawn regarding effectiveness for other similar projects in the future?	Impressions on what changes could have been made at design and / or implementation to improve the achievement of the expected result.	• Interviews / questionnaire	Interviews
Question to gauge adaptive management under "effectiveness": Since the MTR, how is risk and risk mitigation being managed?	How well are risks, assumptions and impact drivers being managed? What was the quality of risk mitigation strategies developed? Were these sufficient? Whether or not risks articulated in MTR have been addressed.	• Quality of risk mitigations strategies developed and followed articulated in progress reporting and PIRs	Document analysis and interviews with PMU team
Efficiency: *Was the project implemented efficiently, in-line with international and national norms and standards?*			
Did the project logical framework and work plans and	Timeliness and adequacy of reporting provided	• Project documents and evaluations.	Desk review of key documentation and interviews

Table 5: Evaluation Framework of Key Questions by Evaluation Category			
Evaluative Criteria	**Indicators**	**Sources**	**Methodology**
any changes made to them use as management tools during implementation?			
To what degree of success was the project able to establish synergies with other initiatives that resulted in opportunities for increased cooperation and coordination between similar interventions?	Cooperation agreements / evidence of joint planning	• Interviews with key stakeholders (partner organizations, other projects) • Project products (publications, data) that show collaboration / complementation with other initiatives	Desk review and interviews
How was the operational execution vs. original planning (time wise)?	Level of compliance with project planning / annual plans	• Project progress reports/PIR • Interviews with project staff	Desk review and interviews
How was the operational execution vs. original planning (budget wise)? Was the project implemented cost-effective?	Level of compliance with project financial planning / annual plans	• Project financial reports • Interviews with project staff • ROI assessment	Desk review and interviews
Were you afforded the resources (human and financial) to get the job done?	Annual plans vs. achievement of objectives	Interviews with project staff Annual work plans	Interviews and data analysis
If present, what have been the main reasons for delay/changes in implementation? Have these affected project execution, costs and effectiveness?	List of reasons, validated by project staff	Interviews with project staff	Interviews and lessons learned workshop
Was adaptive management applied adequately? Were any cost- or time-saving measures put in place in attempting to bring the project as far as possible in achieving its results within its secured budget and time?	Measures taken to improve project implementation based on project monitoring and evaluation	• Project progress and implementation reports • MTR report and management response • Interview with project staff and RTA	Documentation review and interviews

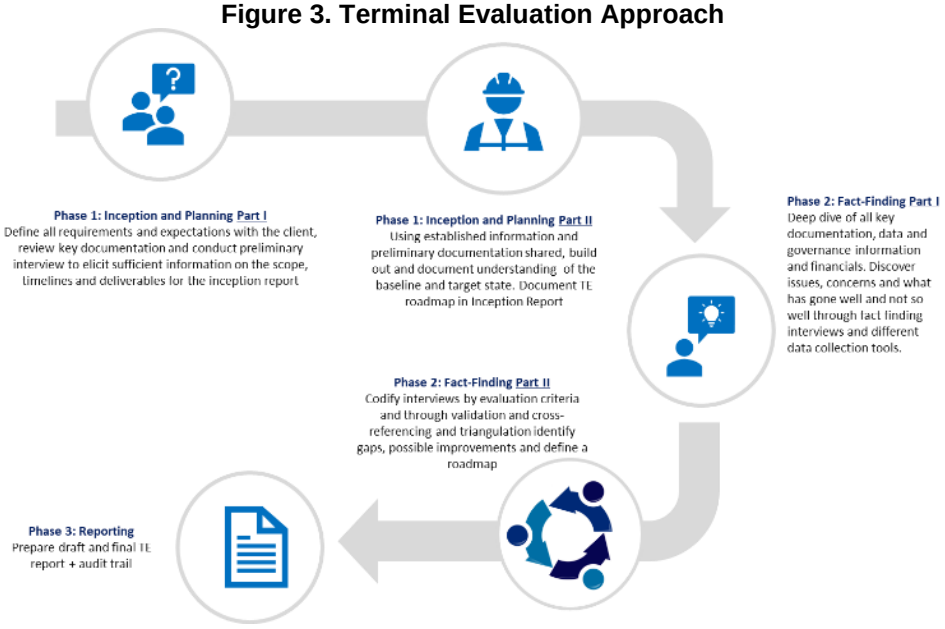
Table 5: Evaluation Framework of Key Questions by Evaluation Category			
Evaluative Criteria	**Indicators**	**Sources**	**Methodology**
Has the IP been effective in guiding the implementation of the project?	Leadership of the National Project Director and ownership of other officials	• PB and PMU minutes, project outputs, stakeholder interviews	Desk review and interviews with project staff + PB observations and discussion
Have the executing partners been effective in implementation of the project?	Active role in project activities with catalytic support to the project implementation	• Stakeholder interviews • project outputs • Financial and capacity scorecards	Desk review and interviews
Has UNDP been effective in providing support for the project?	Quality and timeliness of support	• Stakeholder interviews, project procurement,	Desk review, data analysis, and interviews
Since the MTR, were delays encountered in project implementation, disbursement of funds, or procurement?	Compliance with schedule as planned and deviation from it is addressed	• Annual workplan • project outputs • stakeholder interviews	Desk review and interviews
Has work planning for the project (i.e., funds disbursement, scheduling, etc.) effective and efficient?	Responsiveness to significant implementation problems	• PIP and Annual workplan • project outputs, stakeholder interviews	Desk review and interviews
Have co-financing partners been meeting their commitments to the project?	Mobilization of resources by partners beyond project funding	• Co-financing reports, CDR reports, stakeholder interviews	Desk review and evidence of co-financing letters versus annual work planning and budgeting of co-financing on an ongoing basis
Sustainability: *To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?*			
Has a sustainability / business continuity plan(s) been drafted for the project?	Planning for project closure	• Sustainability plans approved	Documentation review
Are legal frameworks, policies, and institutional arrangements favourable for sustaining the project's outcomes following conclusion of the project?	Processes and insertion project objectives in national plans and policies	• MTR • National Biodiversity Strategy	Document review and interviews
Will stakeholder ownership will be sufficient to sustain the project's outcomes?	Handover plan and knowledge transfer ongoing	• Sustainability plans • Progress reports • Interviews	Document review and interviews and questionnaire

Table 5: Evaluation Framework of Key Questions by Evaluation Category			
Evaluative Criteria	**Indicators**	**Sources**	**Methodology**
What is the likelihood that adequate financial resources will be in place to sustain the project's outcomes by project end?	Opportunities for financial sustainability from multiple sources exist	Project Document, Annual Project Review/PIR	Desk review, field visits and interviews
Are operational budgets in place and gaps reduced?	PAs are on a stronger footing as opposed to project baseline.	Operating costs and funding gap.	Document reviews and interviews.
Impact: *Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?*			
To what extent was the GEF necessary for this initiative?	GEF Additionality	Comprehensive review and determination.	Document reviews, visits, and interviews.
To what extent has the GEF alternative been realized?	Assessment of GEF increment	Comprehensive review and determination.	Document reviews, visits, and interviews.
Are beneficiaries better off than they would have been under the status quo?	Beneficiary assessment, including gender and IPLCs	Comprehensive review and determination.	Document reviews, visits, and interviews.

Mixed Methods Approach

33. The hypothesis of the TE was that if the project's foundational building blocks (technical, financial and management inputs) were put in place, and then, if together these were catalyzed sufficiently and following the guidance of the Project Document, the presumption was this would ultimately make the project successful. The TE methodology therefore, was to utilize an incremental 'multi-level mixed evaluation' which is useful when evaluating delivery of new models or approaches, being piloted through provincial institutions. The method allows for cross-referencing and deeper dives at key junctures, and is suitable for finding insights which are sensitive and informative. As a cross-cutting theme, the TE assessed 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 / women's empowerment. Each of the criteria in the evaluation matrix in Table 5 was purposely multi-dimensioned and tools incorporated gender to the extent possible, recognizing that neither the international consultant nor national consultant are gender experts and assessed this parameter based on experience and insight, over technical underpinnings.

Figure 3. Terminal Evaluation Approach



Context Setting and Inception Report

34. The following core documents, as provided by UNDP and the PMU, were initially reviewed which served to formulate a preliminary baseline understanding of the Project:

- Project Document and Log Frame Analysis;
- GEF Project Identification Form (PIF);
- Project Implementation Plan;
- Implementing/executing partner arrangements and initiation plans;
- List and contact details for project staff, key project stakeholders, including Project Boards, and other partners to be consulted;
- Definition of key Project sites to be prioritized by the TE consultant team;
- Midterm Review and other relevant evaluations and assessments;

- Annual Project Implementation Reports;
- Semi-annual PAR reports;
- Project budget, broken out by outcomes and outputs, including Combined Delivery Reports;
- Project Tracking Tool;
- Financial Data and reports;
- Sample of project communications materials, i.e., brochures, booklets, short-videos, social media posts etc.;
- Development Assistance Framework (UNDAF), if relevant;
- Country Programme Document (CPD).

35. Based on the review of the above, a description of the Project was documented during the inception phase leveraging available information, covering the problems identified, the established objectives, outcomes, outputs and their respective activities, as well as barriers intended to be removed by the package of interventions. Subsequently, an evaluation framework was established that combines the guidance questions for the key criteria and categories of Project performance evaluation noted in Table 5. Per the section on limitations, not all documentation in the TE information package was furnished to the TE consultant team and materialized in a timely manner for usage in the Inception Report; with many core pieces of information (including financial information, minutes of Project Board meetings, progress, quality assurance and monitoring reports, among others) trickling in at the end of the Inception Report's completion and throughout the entire course of the evaluation.

Desk Study and Deeper Dive of Documentation

36. Following the inception phase, the TE consultant team undertook a thorough review of the rather substantial body of documentation that has been produced over the course of the Project during the fact-finding stage. The complete file of project documents was made available to the team electronically through a Google Drive system and through a memory stick, as well as shared with the TE consultant team through WeTransfer. Other information sources including documents external to the Project itself, websites, etc., have also been utilized as data sources. In all, a total of 68 documents were reviewed as part of the desk study. Annex C includes a list of documents reviewed by the TE team as the primary information resources and reference materials.

37. The following technical reports and documents were digested as a part of deeper dive::

- Draft Project Landscape plans for Kaghan, Siren, Scrub Forests (Dist. Chakwal), Pine Forests (Rawalpindi North), Sukkur, and Kot Dinghano-Lakhat landscapes
- Draft Management Plan for Chinji National Park
- SFM Best Practices National Workshop report
- Baseline studies reports conducted and prepared by PMNH
- List of forest monitoring systems established and operationalized
- Impact of Climate Change on Forest Types of Pakistan
- Carbon Accounting of Activities of SFM-P in Sindh, Punjab, & KP
- Booklet-Protected Areas Management Planning produced by SFM-Punjab
- Booklet-SFM Concepts and Practices produced by SFM-Punjab
- Training Module: Sustainable Forest Management: A blended training course
- Sindh Forest Working Plan Codes 2019
- Khyber Pakhtunkhwa Working Plan Code 2020

- Feasibility Study for a Proposed National Park--Parrera, Ara and Diljaba
- Road Map for Sustainable Ecotourism along Munro Track Siren and Kaghan Valleys
- Action Strategy for Sustainable Forest Management SFM
- Communication and Stakeholders Participation Strategy
- List of Significant Achievements of SFM Project
- Punjab Urial Survey Report, 2020
- HCVF draft report of Kaghan Landscape, KP
- HCVF draft report of Siren Landscape, KP
- Feasibility study Koh e Suleiman National Park Proposal, KP

Semi-Structured Interviews and Stakeholder Consultation

38. All the major stakeholders, project partners, and beneficiaries were interviewed during TE, including interviews with 53 unique individuals (including 51 male and 2 female) and 13 Focus Group Discussions (including one exclusive group of female staff of the CDEG&D Directorate KP Forest Department) ranging from implementing partners, Project Management Unit, Provincial Management and Implementation Units, concerned staff of the provincial Forest and Wildlife Departments, Responsible Parties, local CBO-Support NGOs, INGOs, individual consultants, community representatives, project beneficiaries and others. Each interview had an estimated duration of 45 minutes to an hour. Participants were always informed of their confidentiality at the beginning of each meeting and that any reference that might be used in the evaluation report would be "scrubbed" for anonymity. Permission from the interviewees was also sought for the digital recording of the interviews, especially the interviews conducted through zoom meetings. The interviews were guided by evaluation questions, with flexibility so that the interviewees can provide information that seems relevant to them. Pro-forma questions on key themes such as those provided by the UNDP GEF guidelines were updated by the TE consultant team following the Inception Report (Annex D) and tailored to different stakeholder groups. Responses/information were triangulated where possible, especially if they were regarding sensitive issues and considered controversial. A list of interviews can be found in Annex E.

Field Visits

39. A Field Mission was undertaken to all the seven project landscapes from November 17, 2021 to December 06, 2021 by the National Consultant of the TE Team, whereas TE Team Leader provided the technical backstopping remotely. The TE field mission schedule is placed at Annex F. During the field visits TE team visited the select project interventions and physical works carried out under the Project starting from Kaghan Valley Landscape in northern region of KP. The interventions and works were carefully selected in consultation with the PMIUs and keeping in view accessibility, significance and the time required to complete the visit. The inaccessible and remote locations were excluded from the field visits due to security and weather concerns. The concerned PPCs and representatives of the provincial Forest and Wildlife Departments, either concerned Divisional Forest Officers or Sub-Divisional Forest Officers / Range Forest Officers, accompanied the TE team during the field visits and showed field interventions and arranged meetings with local communities and direct project beneficiaries. The field visits provided an opportunity to observe first-hand the status of physical interventions in each Project landscape and meet with community representatives, local partners, beneficiaries, and the Forest and Wildlife Departments.

Focus Groups

40. As part of the consultation process, a number of focus group sessions and round table discussions were carried out with the field staff of the Forest Department, community representatives, Nigahbans (Community Guards), staff of the service providers (i.e., PMNH) and local support NGOs that have been linked to the Project. The participants of focus group sessions were invited by the provincial SFM-Teams and the field staff of the Forest Departments. In order to maintain the confidentiality and anonymity of the discussion, the SFM-Team and the local staff of the Forest Departments were asked to leave the discussion site after introducing the national consultant. The participants were provided an explanation of the objectives of the TE and asked about their perceptions, honest opinion, and feedback on the efficacy of the project interventions, and contribution made by the Project in enhancing local capacities for sustainable forest management and improving local livelihoods, as well as the level of their involvement in the project activities and establishing local governance structures. These FGDs provided a lot of inside information and helped in triangulating qualitative data and a deep understanding of the issues and challenges faced during on-the-ground implementation of the Project. These sessions also raised expectations for the local communities and the participants made several demands for local development, especially sustainable management of water resources. The List of Focus Group Discussions conducted during the field missions can be found in Annex G.

Direct Observation

41. The TE national consultant conducted the site visits to all the project landscapes to verify the select physical works undertaken by carried through the provincial Forest and Wildlife Departments and by the contractors engaged directly by the PMIUs. The direct observations made during these visits not only helped to assess efficacy of the physical interventions toward sustainable management of forest resources and biodiversity conservation, but also helped to determine the current status of the physical works—completed, incomplete and yet to be undertaken. The direct observations and inspections also helped to gain a better sense of context/dynamics/complexities in undertaking physical works, including gauging the requirements of feasibility studies, operational plans, governance mechanisms, and sustainability of the intervention. In total around 80 physical works/interventions were verified through direct observations during the field missions (Ref. Annex H).

Online Questionnaire

42. The TE consultant team developed an online questionnaire circulated to a total 94 individuals, of which 11 were women. The online survey, using the SurveyMonkey platform, consisted of 41 questions and was designed to gauge overall perceptions and thoughts about the results and impact of the UNDP-GEF SFM project across four categories including: (i) Section 1 – Project Strategy, Design and Value; (ii) Section 2 – Project Planning and Reporting; (iii) Section 3 – Project Inception and Activation; and (iv) Section 4 – Project Execution and Delivery. In spite of virtual consultations, it was felt that the anonymity of an online questionnaire might surface issues that stakeholders might not necessarily want to share during interviews. The survey questionnaire was sent by e-mail to the designated contact persons on 20 December 2021, with reminders sent in late December and early January 2022. At the time of writing at the end of January 2022, only 20 completed surveys have been received out of a total of 94, representing a 21% response rate. The TE also noted an overarching theme of poor representation of women among the Project's core stakeholders and within SFM.

Consultation Follow-Up

43. Based on observations made in the field visits and gaps identified during the desk study of various project documents and technical reports, the TE consultant team met with additional stakeholders and

approached some key informants previously interviewed early in the process to cross-reference, gather additional information, and triangulate data, as well as for understanding functional responsibilities of PMIUs team and staff of the responsible parties. In some cases, these actions included follow-up consultations with specific stakeholders for the verification of the current status of project activities, land title of the physical works sites. The PMU and UNDP-CO were also consulted for clarification on information gathered from different stakeholders, as well as requests for additional evidence and documentation. The evidence gathered during the fact-finding phase of the evaluation was cross-checked across as many sources as possible, to validate the findings.

44. Pakistan-SFM project was approved under the GEF-5 replenishment cycle. The Tracking Tools under the Objective 2 of the GEF 5 Biodiversity Strategy and Objective 5 of Climate Change Strategy (for LULUCF projects) were assessed at CEO endorsement (baseline), midterm, and at project closure (terminal evaluation), whereas the Tracking Tools under the Objectives 1 and 2 of the SFM/REDD+ were assessed only at the Project closure.

Photo Gallery 1: Methodology

Photo 1: TE National Consultant engaged in Focus Group Discussion with community Nigehbhans in Kot Dhingano-Lakhat Riverine Forests Landscape, Sindh

Photo 2: TE National Consultant making direct observation of physical works (construction of water pond) carried out in Kallar Syedan Sub-tropical Pine Forests Landscape in Punjab

Photo 3: TE National Consultant engaged in Focus Group Discussion with representative of local community and SRS in Sukkur Riverine Forests Landscape, Sindh

Photo 4: TE National Consultant engaged in Focus Group Discussion with representative of local community in Kallar Syedan sub-tropical pine forests landscape, Punjab

Debrief Session Check-In with the UNDP Pakistan Country Office

45. On 7 January 2022 a debrief session was held with the UNDP Pakistan Country Office to provide a sense of the updated timing of the TE, some of the limitations encountered and outstanding inputs required for finalization of the draft evaluation report, and a short brief on preliminary observations and findings. The debrief and feedback obtained facilitated further reflection and refinement of the initial ratings, as well as the formulation and justification of conclusions and lessons learned, which in turn fed the recommendations for future projects.

Draft Terminal Evaluation Report

46. The information gathered from different sources was organized and coded by topic and evaluation criteria. To ensure the credibility and validity of the findings, judgments, lessons learned and conclusions presented, the evaluators used triangulation techniques, which consist of cross-referencing the information obtained to at least one other source, usually more. Each component and

phase of the Project was evaluated according to the categories established by the evaluation guide: 6: Highly Satisfactory (HS), 5: Satisfactory (S), 4: Moderately Satisfactory (MS), 3: Moderately Unsatisfactory (MU), 2: Unsatisfactory (U) and 1: Highly Unsatisfactory (HU). The rating scales used for each of the assessed categories are provided in Annex I.

47. Based on the results obtained, the evaluation team made recommendations of a technical and practical nature, with the intention of reflecting an objective understanding of the achievements of the Project. The TE was applied to the design and implementation of the Project for the four categories of progress:

- **Project Strategy:** Formulation of the Project including the logical framework, assumptions, risks, indicators, budget, country context, national ownership, participation of design actors, replicability, among others;
- **Progress in the achievement of results:** focus on implementation, participation of stakeholders, quality of execution by each institution involved and, in general, financial planning, monitoring and evaluation during implementation;
- **Execution of the Project and Adaptive Management:** identification of the challenges and proposal of the additional measures to promote a more efficient and effective execution. The aspects evaluated were: management mechanisms, work planning, financing and co-financing, monitoring and evaluation systems at the Project level, stakeholder involvement, information and communication;
- **Sustainability:** In general, sustainability is understood as the probability that the benefits of the Project will last in time after its completion. Consequently, this also includes an assessment of the likely risks that the Project faces so that the results will continue when the Project ends.

D. Ethics

48. The review was conducted in accordance with the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluators, and the reviewer signed the Evaluation Consultant Code of Conduct Agreement (Annex J). In particular, the TE consultant team ensured the anonymity and confidentiality of individuals who were interviewed and surveyed. It has also been sensitive to issues of discrimination and gender equality and has presented results in a manner that clearly respects stakeholders' dignity and self-worth.

E. Constraints and Limitations to the Evaluation

Constraints

49. The approach for this Terminal Evaluation was based on an initial estimated level of work effort of 35 days comprising of an effort to collect evaluative evidence through documents and interviews of stakeholders, as well as through an intense 22-day field mission by the national consultant. Considering the scope of the assessment and the resources available to conduct it, the TE consultant team was unable to review all projects/activities across the 7 targeted landscapes. Rather, it selected a meaningful sample of activities across each of the provinces and within each landscape type, while balancing an effort to engage meaningfully with local communities and the ultimate beneficiaries of the Project, including women and poor / marginalized communities. Consolidated details listing all physical

works/interventions carried out in each project landscape, including location (district, tehsil, and village), coordinates and name of department/contractor who undertook the activity were collected from the PMU-SFM Project. Then, samples of these Physical works/interventions in each landscape were selected keeping in view the criteria like biodiversity conservation significance, contribution toward SFM, carbon sequestration capacity, livelihood benefits, level of community engagement required, accessibility to intervention sites, activity cost, and the time required for the field inspections, as well as the itinerary proposed for the field visits to each project landscape by the PMIUs and field staff of the provincial Forest Departments.

50. To remain within the agreed schedule of completing the TE by the end of January 2022, the original intent was to have all stakeholder consultations completed by the end of November, also recognizing from the outset that the TE consultant team would be unavailable during the last two weeks of December due to pre-existing commitments.

Limitations

51. Within the confines of the above-noted constraints, the TE consultant team was able to conduct a detailed assessment of actual results against expected results and successfully ascertain whether the Project has met its main objective - as laid down in the Project Document - and whether the Project's Outcomes and Outputs are, or are likely to be, sustainable following operational closure; although not within the desired timeframe due to a number of limitations encountered.

52. Surprisingly, COVID-19 was not a bottleneck from the perspective of the national consultant being able to carry out field verification missions, however, the majority of interviews were conducted online due to pandemic restrictions on international travel which prevented the international consultant from conducting face-to-face and site-based interviews during the field mission. Despite the virtual format not being as efficient as face-to-face interviews, the TE consultant team was still able to collect evaluative evidence and triangulate the collected information to ascertain how well the Project has met its expected targets.

53. The main limitations encountered during the TE include:

- Significant delays receiving the full TE information package with numerous core pieces of documents uploaded to Google Drive following the completion of the Inception Report and others arriving late in the TE process;
- Delays in the TE consultant team receiving some additional documentation and supplementary information requested to the PMU. For example: a list of capacity development workshops and training requested by the international consultant on 17 November 2021 was subsequently received on 21 January 2022; details requested by the national consultant on 28 December 2022 regarding the sustainability of physical works and operational plans (with a follow-up reminder on 6 January 2022) was received on 21 January 2022. The delay in receiving information resulted in disruption in continuity and momentum with the TE consultant team having to digest each piece of documentation coming in;
- Delays in the availability of the PMU to meet with the TE consultant team. For example, an email sent to the PMU on 27 December 2021 requesting an interview on 31 December 2021, resulted in a meeting held on 20 January 2022;
- The Inception Report initially submitted on 19 October 2021 was not cleared until 9 November, delaying the planned field mission by approximately two weeks.

54. Furthermore:

- Neither the international nor national consultant are gender specialists and had to deduce results based on existing capacity and experience, whereas the national consultant had to rely on his experience in community-based biodiversity conservation to extract information on local livelihood improvement interventions, as there was no full-time Community Liaison Officer in the SFM-P Team and local NGO support organizations were not engaged in KP and Punjab, as required under the ProDoc;
- Delays incurred by the international consultant due to bandwidth constraints and cascading effects of multiple concurrent evaluations;
- With a relatively poor response rate of 21%, the utility of the online questionnaire is questionable. Still the TE believes that results could be representative given it went out to a broad cross-section of stakeholders.

55. The above-noted limitations have had a cascading impact on the agreed timelines of the TE and the continuity of the evaluation according to the sequenced phases. While not all limitations above could be completely mitigated, especially the late delivery of key information, the TE consultant team devised a number of mitigation measures and strategies to overcome / minimize the impact of these limitations. These included: 1) designing a number of templates to get the summary of information/data in tabulated forms from the PMU on the project achievements and their subsequent validation during the field missions and in person interviews with the project stakeholders/partners, 2) making direct approach to the Responsible Parties/project partners for the data collection and seeking time for the in-person interviews, 3) undertaking the field-mission to seven project landscapes in record time without any break, and 4) incorporating multiple modalities to elicit requisite data, including the design and implementation of an online questionnaire survey for reaching out to maximum project stakeholders and supplementing the information/data collected during the field-missions, including interviews and Focus Group Discussions.

F. Structure of the Evaluation Report

56. The structure of this report follows the outline proposed by the Terminal Evaluation Guidelines:

i. Basic Report Information (to be included in title page)
Title of UNDP-supported GEF-financed project UNDP PIMS ID and GEF ID
TE timeframe and date of final TE report
Region and countries included in the project
GEF Focal Area/Strategic Program Executing Agency, Implementing partner and other project partners TE Team members
ii. Acknowledgements
iii. Table of Contents
iv. Acronyms and Abbreviations
1. Executive Summary
   - Project Information Table Project
   - Description (brief)
   - Evaluation Ratings Table
   - Concise summary of findings, conclusions and lessons learned

- Recommendation's summary table

2. Introduction
   - Purpose and objective of the TE
   - Scope Methodology
   - Data Collection & Analysis
   - Ethics
   - Limitations to the evaluation
   - Structure of the TE report
3. Project Description
   - Project start and duration, including milestones
   - Development context: environmental, socio - economic, institutional, and policy factors relevant to the project objective and scope
   - Problems that the project sought to address: threats and barriers targeted
   - Immediate and development objectives of the project
   - Expected results
   - Main stakeholders: summary list
   - Theory of Change
4. Findings
   - 4.1 Project Design/Formulation
     - Analysis of Results Framework: project logic and strategy, indicators
     - Assumptions and Risks
     - Lessons from other relevant projects (e.g., same focal area) incorporated into project design Planned stakeholder participation
     - Linkages between project and other interventions within the sector
   - 4.2 Project Implementation
     - Adaptive management (changes to the project design and project outputs during implementation)
     - Actual stakeholder participation and partnership arrangements
     - Project Finance and Co -finance
     - Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment (*) UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
     - Risk Management, including Social and Environmental Standards (Safeguards)
   - 4.3 Project Results and Impacts
     - Progress towards objective and expected outcomes
     - Relevance (*)
     - Effectiveness (*)
     - Efficiency (*)
     - Overall outcome (*)
     - Sustainability: financial (*), socio -political (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
     - Country ownership
     - Gender equality and women's empowerment
     - Cross -cutting Issues
     - GEF Additionality
     - Catalytic /Replication Effect

- Progress to Impact

5. Main Findings, Conclusions, Recommendations and Lessons
   - Main Findings
   - Conclusions
   - Recommendations
   - Lessons Learned
6. Annexes
   - TE ToR (excluding ToR annexes)
   - TE Mission itinerary including summary of field visits
   - List of persons interviewed
   - List of documents reviewed
   - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
   - Questionnaire used and summary of results
   - Co -financing tables (if not included in body of report)
   - TE Rating scales
   - Signed Evaluation Consultant Agreement form
   - Signed UNEG Code of Conduct form
   - Signed TE Report Clearance form
   - Annexed in a separate file: TE Audit Trail
   - Annexed in a separate file: relevant Tracking Tools

III. PROJECT DESCRIPTION AND BACKGROUND

A. Project start and duration, including milestones

57. "Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests" is a 5-year project implemented through the Ministry of Climate Change of the Government of Pakistan, supported by UNDP. It officially commenced its operations on 17 April 2016 with the signature of the Project Document by the Government of Pakistan, Ministry of Climate Change (UNDP signed the Project Document on 3 March 2016) and was scheduled for operational closure on 3 February 2021, with a subsequent extension granted to 31 December 2021.

58. Per evaluation requirements, a MTR was undertaken for the Project between July to December 2019 and finalized on 25 December 2019.

Figure 4. Project Timeline and Key Milestones

17 Dec 2013	21 March 2014	17 Dec 2015	**17 April 2016**	12-13 April 2017	25 Dec 2019	3 February 2021	14 Sept 2021	31 Dec 2021
PIF / Project Concept Received by GEF	PIF / Project Concept Approval Date	Full project approved: CEO Endorsement	**Project Document fully executed / signed by both Parties (MoCC and UNDP Country Office)** **(Official Project Start Date)**	Inception Workshop	Mid-Term Review (MTR) Completion	Planned / Original Operational Closure	**Terminal Evaluation (TE) commences** **Three months prior to operational closure of the project**	**Revised Project Operational Closure Date**

59. The Terminal Evaluation notes there has been recent disagreement over the operational closure date of the Project. The perspective of the Implementing Partner, the PMU and PMIUs is that delivery issues incurred as a result of delayed disbursements by the UNDP Pakistan Country Office, warrant an extension until the end of Q1 2022 to allow for completion of remaining activities once the final tranche for Q4 2021 has been received based on Q3 expenditure reports. The TE consultant team has neither seen any evidence of approvals nor evidence of discussions supporting a second "no-cost"[8] extension request.

60. Based on consultations with stakeholders, it appears the MoCC has unilaterally extended the Project, although it is unclear which pool of funds have been used to sub-contract IUCN to monitor ongoing activities based on financial reporting. The TE consultant team has reviewed the LoA with IUCN under its original scope of work from 1 July 2017 until the end of the Project, it has not been provided with

[8] The TE consultant team notes that no-cost is used figuratively here as all extensions have an internalized cost for ongoing management and must consider and reflect IA management fees to keep projects open within Atlas.

any updated LoA for the new engagement term until June 2022, although this was requested from both IUCN and the MoCC.

61. From Figure 4 above, it is important to note the considerable delays in the original gestation of the Project (nearly two years from approval of the PIF) and time it took to assemble an Inception Workshop (just shy of a full year following signing of the Project Document by the Government of Pakistan) and undertake recruitment. Regarding the latter, while the Project Document was signed on 17 April 2016, subsequent staff recruitment was initiated starting with the NPM in January 2017 and was completed only by December 2017 when the full PMU and PMIU teams converged. This caused a substantial delay in initiating project implementation and a cascading effect on the signing of LoAs with Responsible Parties and Service Contract Holders, most of whom were only brought on board in mid-2017.

B. Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

Country Context

62. The Constitution of Islamic Republic of Pakistan makes no direct reference to forestry and biodiversity, as it was adopted in 1973 well before the concept of "biodiversity" advanced. It referred only to the environment and ecology which were placed on the concurrent list. This list was abolished in 2011 with the 18th constitutional amendment and environment was made a provincial subject. Hence, under the constitution of Pakistan the power to enact environmental, forestry, and wildlife related laws rests with the respective provincial governments. Federal governments jurisdiction on the subject of forestry and biodiversity is limited to implementation of international conventions and agreements, such as CITES, CMS, Ramsar Conventions, CBD, UNCCD, and UNFCCC.

63. Pakistan is a party to a number of biodiversity related multilateral agreements. The Government of Pakistan signed the Convention on Biological Diversity (CBD) in 1992 and ratified it in 1994, and is also the signatory to three other biodiversity related conventions CTIES, CMS, and Ramsar Convention. The country prepared its first National Conservation Strategy in 1993 and in follow up KP, Balochistan, and GB also prepared their conservation strategies. These strategies have contributed significantly to tackling biodiversity conservation issues and have created awareness among planners and policy makers regarding the conservation and sustainable use of biodiversity and the sustainable management of natural forests. The National Biodiversity Action Plan (BAP) prepared in 2000 to fulfil obligations under CBD was updated in 2016 into National Biodiversity Strategy and Action Plan (NBSAP) to implement Aichi Biodiversity Targets (ABTs). Pakistan also prepared the National Action Programme (NAP) to combat desertification in 2005 and updated it in 2016. In 2019, Pakistan set national Land Degradation Neutrality (LDN) targets for the implementation of UNCCD and have recently updated its Nationally Determined Contributions (NDC) to meet the obligation under the Paris Agreement and UNFCCC. In addition, Pakistan has also prepared a number of national polices which emphasize taking priority actions for sustainable management of forests, conservation, and sustainable use of biodiversity. These include National Environment Policy (2005), National Climate Change Policy (2012), National Forest Policy (2015) and a draft National Wildlife Policy in 2019. In addition, Pakistan has also enacted the "Pakistan Trade Control of Wild Fauna and Flora Act, 2012" to fulfill the provisions of the CITES and meet its obligations. These policy documents and legal

instruments show Pakistan's commitment for sustainable management of forests and conservation of biodiversity.

Environmental and Species Context

64. Pakistan is rich in biodiversity having diverse physiography, soil types and climatic conditions. Two major physiographic regions are: 1) mountainous north, and 2) the Indus plains. Two of WWF's Global List[9] of 200 of priority ecoregions important for their biodiversity significance fall in northern Pakistan: 1) Western Himalayan Temperate forests, 2) Tibetan Plateau Steppe, which are rich in faunal and floral diversity. Despite the global biodiversity significance and presence of high conservation value forests, Pakistan biodiversity is threatened with many anthropogenic and climatic factors. The landscapes in Pakistan range from coastal areas, deltas, rivers, extensive floodplains, deserts, plateaus, and three mighty mountain ranges—the Himalayas, Karakorum and Hindu Kush. These mountain ranges are considered a lifeline for Pakistan's economy as they provide fresh water and an energy supply which depends on the glacier melt water. Moreover, the remaining tracts of natural forests are located in the mountain landscape. These forests provide habitats for rare plants and animal species and are also home to most marginalized and poor communities. The forests of the country are critical for supporting local livelihoods, ecosystem services, climate change mitigation and adaptation benefits.

65. The great diversity in physiographic conditions and variation in relief, landscapes, and climate have led to a presence of diverse ecosystems. These ecosystems are home to 174 mammal species (Roberts, 1997)[10], 668 species of birds (Roberts, 199111; 1992[12]), 177 species of reptile, 22 amphibian species, and 198 species of freshwater fish. Of these, 3 species of mammals, 10 of birds, 13 of reptiles, 9 of amphibians, and 29 of freshwater fish are endemic to Pakistan. Pakistan has taken concrete steps for the conservation of biodiversity by establishing an extensive network of protected areas, comprising of 32 National Parks, 78 Wildlife Sanctuaries, 78 Game Reserves, 150 CMPAs, and 18 private Game Reserves covering ~14% of the country's land mass. Five of these national parks were established in 2020 under the Protected Area Initiative (PAI) of the federal government[13]. Pakistan is one of the most important countries in the world for the conservation of Caprinae species. The country is considered an important stronghold for globally significant species like the snow leopard (*Panthera uncia*, VU on the IUCN Red List[14;] Appendix I of CITES) and Woolly Flying Squirrel (*Eupetaurus cinereus*) listed as globally Endangered on the IUCN Red List. Other important species within northern Pakistan include: flared-horned markhor (*Capra falconeri*); Marco Polo sheep (*Ovis ammon polii*); Kashmir musk deer (*Moschus cupreus*; globally Endangered); Himalayan lynx (*Lynx lynx*); blue sheep (*Pseudois nayaur*); Ladakh urial (*Ovis vignei vignei,* VU on the Red List and at Appendix I of CITES); brown bear (*Ursus arctos*); Himalayan Black Bear (*Ursus thibetanus laniger*); Indian wolf (*Canis lupus*); Himalayan ibex (*Capra sibirica*); and Punjab urial (*Ovis vignei punjabiensis*), and, within the Phothar Tract of northern Punjab, the Indian Pangolin (*Manis crassicaudata*). The Indus River basin, especially the riverine areas along the river Indus provides habitat for a range of mammalian species, avifauna, and reptiles,

[9] David M. Olson and Eric Dinerstein. 2002. The Global 200: Priority Eco-regions for Global Conservation. Ann. Missouri Bot. Gard. 89: 199–224.

[10] Roberts, T. J., 1997. The Mammals of Pakistan; Oxford University Press, Karachi: 525 pages.

[11] Roberts, T. J., 1991. The Birds of Pakistan, Vol. 1; Oxford University Press, Karachi: 666 pp.

[12] Roberts, T. J., 1992. The Birds of Pakistan. Vol. 2, Passeriformes; Oxford University Press, Karachi: 616 pp.

[13] See: http://www.mocc.gov.pk

[14] See: www.iucnredlist.org

including the crocodile (*Crocodilus palustris*) and the endangered Indus River dolphin (*Platanista gangetica minor*).

Institutional and Policy Factors Relevant to the Project Scope

66. The history of forestry and wildlife laws in Pakistan goes back to the British era, especially to early 1900s when a number of forestry and wildlife related laws were enacted e.g., Hazara Forest Regulation, 1893, Wild Bird and Animal Act of 1912, Hazara Forest Act 1936, and the Forest Act, 1927, the latter one is still applicable with certain amendments in parts of the country. Subsequently, Wildlife Protection Ordinance 1959 and Wildlife Protection Rules 1960 were codified, which aimed at managing game animals and birds, and regulating hunting. The momentum for enacting wildlife laws came in the mid-1970s when the provinces passed their own wildlife laws for the protection of wildlife and creation of national parks and protected areas. The current wildlife laws of three provinces where UNDP-GEF SFM project is being implemented include: Khyber Pakhtunkhwa Wildlife and Biodiversity (Protection, Preservation, Conservation and Management) Act, 2015; Punjab Wildlife Protection, Preservation, Conservation and Management Act, 1974 (Amended in 2007); and Sindh Wildlife Protection, Preservation, and Conservation Act, 2020. The Government of Punjab has also enacted the Punjab Protected Areas Act, 2020 for the protection, preservation, conservation, and management of ecologically important areas of the province, which was facilitated under the UNDP-GEF SFM project. Punjab has also codified Punjab Urial Conservation and Trophy Hunting (Committees) Rules, 2010 and further amended these in 2016. Similarly, forest related legal frameworks include: The Forest Act 1927 (Amended by Punjab in 2016), Punjab Firewood and Charcoal (Restriction) Act, 1964, Punjab Plantation and Maintenance to Trees Act, 1974, and Punjab Village Forest Rules, 2013. The Sindh province has repealed its forestry law as The Sindh Forest Act, 2012, while Khyber Pakhtunkhwa Forest Ordinance of 2002 is the basic law which provides for the protection, management and sustainable development of forests in the province. The KP Government has also framed Joint Forest Management (Community Participation) Rules, 2004 providing opportunity for the local communities to assist in the sustainable management of forest resources of the province.

67. In the institutional context, the Ministry of Climate Change, through the Office of the Inspector General of Forests, is the lead federal ministry responsible for forestry and REDD+ policy-making and programming activities for the implementation of forestry related multi-lateral environmental agreements (MEAs). It facilitates inter-provincial and inter-ministerial coordination on issues related to forest and wildlife management. After the 18th constitutional amendment in 2011, the responsibility for forestry and wildlife related planning and management has been devolved to the provinces with financial resources allocated by provincial governments under their annual development programmes. Consequently, provinces are now responsible for developing their own policies and laws for sustainable forest management and biodiversity conservation. The Pakistan Forest Institute (PFI) is the prime forestry research and education institute in the country. However, it is now felt that this prestigious institution's role has weakened and not kept pace with the emerging needs of the forestry sector and requires rejuvenation to meet the current forest biodiversity conservation needs in the country.

Forest degradation

68. Deforestation and degradation of forest ecosystems is a major cause of the decline in Pakistan's already meager size of forest cover i.e., ~5.1%. Rural communities in Pakistan depend heavily on natural forests for fuelwood and timber which has led to widespread deforestation, degradation and diminishing forest resources. The deforestation rate in Pakistan is considered among the highest in

the world. The total natural forest cover has reduced from 3.59 million hectares to 3.32 million hectares. The annual average rate of loss is estimated at 27,000 hectares. Sedimentation resulting from the loss of forest cover causes adverse social impacts and heavy losses to the national economy, primarily resulting from reduced storage capacity of reservoirs, loss of fertile soils, increased maintenance cost of irrigation infrastructure, reduction in agriculture productivity, and increased vulnerability to climate change impacts. Growing human and livestock populations, coupled with weak government control over forests in northern Pakistan and erosion of traditional systems of forest resource management have led to the overuse of timber and forest biodiversity, particularly NTFPs. Local communities rely on natural forests for construction material, fuel wood, fencing material, grazing for livestock and household medicine/remedies. The collection of wood and NTFPs have resulted in severe degradation of forest ecosystem, causing reduction in forest cover in the country.

Socio-economic considerations

69. Natural forests provide many socio-economic benefits to the people of Pakistan, including timber, firewood, clean air, hunting, fishing, and other outdoor recreational opportunities. Forests also protect watersheds and are the main source of large-scale eco-system services, i.e., provisioning, regulatory, and cultural inspirations. The provisioning services forests provide include fresh water, fuel-wood for domestic use, timber, fodder, honey, gum, medicinal plants, and other sources of local livelihood. Forests also provide vital regulating services, including clean air, water purification, preventing soil erosion, maintaining soil biodiversity, and supplying nutrients to support plant growth. Insects and wind pollinate plants and trees that are essential for growing fruits, vegetables and crops. The forest ecosystems help regulate pests and diseases through the activities of predators and parasites such as birds, bats, flies, wasps, frogs and fungi. The forests provide habitat for viable populations of native animals and birds. The forest dependent industries help in sustaining communities and are key contributors to rural, regional, and provincial economies. Forest biodiversity, ecosystems, and natural landscapes have been the source of inspiration for much of the art, culture and increasingly for development of ecotourism facilities in the country.

Overexploitation

70. People living in or around forests, especially in the mountain regions and riverine areas along the Indus River, are poor and depend heavily on forests to meet their subsistence and other needs. They are compelled by circumstances and, due to ignoring the legal restrictions, they end up overexploiting forests for timber (both for domestic use and sale for income) and for firewood collection, especially for space heating during the cold months of winter. The rapidly increasing human (2.0% annual growth) and livestock populations (3.76% annual growth) and their dependence on forests have put heavy pressure on the existing forests and protected areas due to unsustainable use and lack of alternative sources of energy, timber and fodder. Due to overexploitation, the forests in many parts of the country are depleting and degrading fast; and traditional forest management approaches, regulatory, and institutional frameworks are not working. This problem can only be tackled by enhancing tree cover in the counter and adopting sustainable forest management practices through integrating SFM into land use planning.

Invasive Alien Species

71. Spread of Invasive Alien Species (IAS) remains a major threat to forest biodiversity across many landscapes in the country. Out of the seven Project landscapes, five –Pothohar tract scrub forests, Kallar Syedan and Kahuta sub-topical pine forests, Shukkar and Kot Dhingano-Lakhat Riverine

Forests, are threatened due to invasion of IAS. Several species have invaded these landscapes, including Mesquite (*Prosopis juliflora*), Eucalyptus spp., Lantana spp., Sanatha (*Dodonea viscosa*), and Gajar Botti (*Parthenium hysterophorus*). These species were introduced either accidently or deliberately. For example, Eucalyptus has been planted extensively along the roads and highways, as well as in blocks by farmers on wet patches. Mesquite is a highly invasive species and is spread all across the five landscapes, particularly in the Pothohar region and riverine forests. It has even invaded agriculture fields, rangelands, and spread close to the human settlements. Sanatha is widely spread on the hilly areas of the salt range in Punjab due to overgrazing and land degradation, which has not only altered the range ecology but also affected the plant biodiversity. The spread of these two species is more intense in and around PAs, and across marginal uncultivated lands. The introduction of exotic and fast-growing species in and around reserve forests and protected landscapes will lead to further degradation of natural habitats. The spread of IAS is replacing the native plants and climax species found in these landscapes and poses a major threat to the native flora.

Pollution

72. Pakistan is faced with serious challenges of environmental pollution, land degradation due to soil contamination, air and water pollution and is considered the world's fourth most polluted country[15]. Industrial pollution largely remains unchecked and may get worse unless growing economic activities are underpinned with environmental sustainability. The majority of Pakistan's people live in areas where the annual average particulate pollution level exceeds the WHO's guideline as well as Pakistan's own air quality standard of 15 µg/m³. Since early 2000s, the average annual particulate pollution has increased by 20 percent. Water and air pollution is damaging natural ecosystems and causing widespread diseases. The worst hit areas are central Punjab and the southern port city of Karachi. The city of Lahore and its surrounding area often remain engulfed in smog during the month of December and January due to poor air quality caused by vehicular emissions, industrial pollution, fossil fuel-fired power plants, the burning of crop residues and other waste materials, and coal fired thousands of brick kilns spattered all across the Punjab province. In order to address the problem, the government of Pakistan has taken ambitious steps, including the launch of TBTTP to enhance the tree cover in the country, and shifting to renewable energy and electric vehicles.

Climate change

73. Pakistan is also prone to adverse impacts of climate change and natural disasters, and is ranked as the 8th most effected country from long term climate change impacts, with reported 173 disastrous events from climate change since 2000 to 2019[16]. According to IPCC 's fifth assessment report, progressive increases in average temperature at the higher elevations are occurring at approximately 3 times that of the global averages. The Intergovernmental Panel on Climate Change (IPCC) has projected that average annual mean warming will be about 3°C by the 2050s and about 5°C in the 2080's over the Asian land mass. Given that current discussions about the impacts of climate change are centered on increases of 2–3°C, these temperatures are potentially catastrophic for the people and ecosystems in the Himalayan region. Ongoing climate change over the succeeding decades will likely have additional negative impacts across the northern mountain regions of the country, including significant cascading effects on river flows, groundwater recharge, natural hazards, and biodiversity;

[15] https://aqli.epic.uchicago.edu/country-spotlight/pakistan/

[16] https://germanwatch.org/sites/germanwatch.org/files/2021-01/cri-2021_table_10_countries_most_affected_ from_2000_to_2019.jpg

ecosystem composition, structure, and function; and human livelihoods. These regions are faced with climate change induced natural disasters like glacial lakes outburst, flash floods, landslides, and avalanches. With the rising temperature and frequent heat waves in the region, the glaciers and snow melting often increased substantially during the summer months, resulting in increased chances of flash floods, landslides, and avalanches at susceptible localities across the mountain landscapes and prolonged drought in south-western parts of the country. Such natural disasters often devastate infrastructure, houses, agriculture fields and have a severe negative impact on natural forests, biodiversity, and local livelihoods.

C. Problems that the project sought to address: threats and barriers targeted

74. The Project was designed to address a range of threats and barriers which undermine the efforts for promoting sustainable forest management, conserving biodiversity, and mitigating impacts of climate change across many landscapes of the country. Detailed analysis conducted at the time of project designing highlighted a number of the threats and underlying causes of accelerated deforestation and forest degradation (ProDoc pp. 15-18). These threats and root-causes targeted by the Project included:

    i. *Increasing pressure on natural resources and land*--Pakistan's population has increased many folds since independence of the country with a current growth rate of 2 percent and an estimated population of 227 million as of 2021. This has put further pressure on the country's natural resources and a growing demand for timber, fuel wood, and land for expanding housing colonies, agricultural lands, grazing livestock, and infrastructure development.

    ii. *Poverty and lack of sustainable livelihood options*—Prevailing poverty across the rural landscape and a lack livelihood options, forces local communities to indulge in illegal forest cutting for timber and fuelwood collection, and unsustainable agriculture practices and such as livestock grazing for sustaining their livelihood and for income generating activities.

    iii. *Low government priority and supporting policies*—Forestry has always been a low priority sector in the country. It further deteriorated after devolution of forestry, subject to provinces in 2011. Though the situation has changed a bit after the launch of TBTT-P in 2019, this sector still gets low priority, especially at the provincial levels. Similarly, new forest policies have been adopted at the national and provincial levels but the effective implementation of these policies remains a challenge.

    iv. *Natural resources governance and land tenure*—Natural resources governance and ill-defined land tenure have been a major hurdle in promoting SFM. The encroachment of forest lands for agricultural and other land uses has been a major issue in the recent past. One of the major achievements under UNDP-GEF SFM project has been re-demarcation and retrieval of around 5,000 acres of forest lands. However, retaining this initial success and enforcing these boundaries could be a challenge in the long run.

    v. *Natural disasters and climate change*—the country as a whole is vulnerable to global climate change and natural disasters. Extreme weather events like flash floods, earthquakes, landslides and droughts are common occurrences. These natural disasters and their effects are exacerbated by reduced resilience in forests' structure and functions. Such events could

have significant cascading effects on river flows, groundwater recharge, natural hazards, and biodiversity conservation, ecosystem services, and local livelihoods.

vi. *Absence of financial and social incentives for forest dependent communities*—Local communities and land owners often lack economic and social incentives for SFM and conserving wild species, as no funding and revenue sharing mechanisms exist to cover their opportunity costs related to forest exploitation.

vii. *Lack of mainstreaming SFM into development planning*—SFM is yet to be mainstreamed in the development planning both at the provincial and national levels. There has been a policy thrust in this direction, especially in Sindh and Punjab, but the effects of this are yet to be seen.

viii. *Spread of Invasive alien species (IAS)*—Four out of six Project landscapes, sub-tropical pine forests, Pothohar Scrub Forests, Sukkur Riverine Forests, and Shaheed Benazirabad Riverine, are threatened due to the invasion of IAS. Several species have invaded these landscapes, including Mesquite (*Prosopis juliflora*), Eucalyptus spp., Lantana spp. and paper mulberry. These species were introduced either accidentally or deliberately.

Barriers to implementing SFM

75. The ProDoc also lists (pp. 19-20) a number of barriers that prevent the provincial Forest and Wildlife Departments and other direct forest users from adopting forest management practices that are based on the SFM concept. The Project did make rigorous efforts to address some of these barriers, which are briefly described below:

Barrier 1: *Insufficient knowledge on sustainable forest management and the consequences of deficient management.* Due to a lack of evidence of potential benefits of SFM, inadequate training, and failure in successfully demonstrating good SFM practice, the provincial line departments and local communities remain unaware of the real value of SFM and ecosystem services that forests provide. This is compounded by insufficient knowledge of harmful activities that lead to forest degradation and what actually is required for achieving SFM.

Barrier 2: *No proven incentive models for sustainable forest management.* Insufficient incentives on advancing sustainable management of forest resources and undertaking biodiversity conservation measures due to no economic nor social incentive mechanisms existing to cover opportunity costs related to forest exploitation. In addition, institutional and regulatory frameworks do not exist at the provincial level to support introducing incentive measures for promoting SFM.

Barrier 3: *Insufficient control of resources due to unclear or limited access rights.* The provincial Forest Departments have insufficient resources to control forest use effectively. Further, successful participatory and effective collaborative forest management models have not been established, reinforcing forest users to pursue short-term narrow benefits for fulfil their own interests.

Barrier to biodiversity conservation

Barrier 4: *Limited capacity and knowledge to conserve biodiversity especially at landscape level planning and management.* Efforts to conserve forest biodiversity are limited to reserved and protected forests without proper management planning, and creation of national parks and protected areas. The provincial Forest and Wildlife Departments responsible for managing these protected areas have

limited capacity and experience in strategic planning and managing biodiversity resources on scientific lines. The lack of species-specific management plans and habitat improvement measures at the landscape level is a huge missed opportunity for conserving forest biodiversity.

Barrier to climate change mitigation

Barrier 5: *Forests not being managed to optimise carbon benefits.* Forest landscape restoration and reforestation activities undertaken so far largely focused on raising commercial timber and fuelwood stocks rather than securing carbon sequestration benefits. There is limited experience within the provincial forest departments and local communities of using silvicultural techniques that enhance carbon sequestration capacity. The lack of practical demonstration of these techniques and best practices is a major hurdle in promoting REDD+ initiatives across potential landscapes of the country.

76. The Project's development objective aimed at removing the above-mentioned barriers and achieving the Project results through the implementation of three interconnected Project Outcomes:

Outcome 1 was designed to overcome barriers to the implementation of SFM, including i) insufficient knowledge on SFM, ii) lack of proven incentive models for promoting SFM, and iii) insufficient control of resources due to unclear land tenure or limited access use rights. Accordingly, this outcome focused on incorporating SFM objectives and safeguards in management planning, land allocation, and their compliance at the local level.

Outcome 2 targeted on addressing barriers in biodiversity conservation manifested with the limited capacity and knowledge to conserve biodiversity, especially in landscape level planning and management. This outcome targeted demonstrating on-ground approaches to biodiversity conservation in and around High Conservation Value (HCV) forests.

Outcome 3 was intended to overcome the barrier to effectively mitigate climate change impacts, most importantly of forests not being managed to optimize carbon sequestration benefits. This outcome targeted the development of practical approaches to enhance carbon sequestration capacity through landscape restoration and reforestation efforts.

D. Project area and key sites

77. The Project Document describes that the UNDP-GEF SFM project will be implemented in seven forest landscapes covering three different forest types, located across six districts in three provinces—KP, Punjab and Sindh. These landscapes were selected based on their global and national significance for biodiversity conservation and climate change mitigation. The project areas included government-owned reserve and protected forests, communal owned Guzara forests, and some private forests. In mid-2018 - prior to the MTR - two riverine forest landscapes – Taunsa-Kotla Issan and Southern Punjab - were replaced with two pine forest landscapes located in the north of Rawalpindi District, namely Kallar Syedan and Kahuta-Panjar sub-tropical pine forests landscapes. This resulted in an additional forest type targeted by the Project. Later on, in 2019, part of District Jhelum was also added to the salt range scrub forest landscape and a number of Project interventions were also made in this district.

78. Figures 5 and 6, as well as Table 6 below articulate the locations and distinguishing key features of each Project location.

Figure 5. Three Targeted Provinces

Map disclaimer: *The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.*

Figure 6. Project Locations of Intervention Sites

Table 6: Geographical, Biological and Socioeconomic Attributes of Project Landscapes		
Landscape	**Geographic and Biological Attributes**	**Socio-economic Attributes**
1. Kaghan Temperate Coniferous Forests Landscape (District Mansehra, Khyber Pakhtunkhwa)	The landscape is located in the Himalayan Temperate Zone covering 5 government owned Reserves Forests (9,927 ha) and 12 community owned Guzara Forests (8,414 ha). The area under forests is 18,341 ha, whereas the total of the landscape is 22,000 ha. The landscape falls under the Kaghan Forest Division of the KP Forest Department. **Flora:** Typical coniferous species include *Cedrus deodara, Pinus wallichiana, Abies pindrow, Taxus wallichiana, Picea smithiana.* Broadleaved species such as *Juglans regia, Aesculus indica, Prunus padus, Fraxinus excelscior, Ailanthus glandulosa, Diospyrus lotus, Morus alba* and *Ficus indica* are found at the lower elevations. *Taxus wallichiana* and *Fraxinus excelscior* are considered endangered. Two shrub species *Parrotia jacquemontiana* and	Local communities in this landscape are largely poor and support their livelihoods from marginal agriculture, non-farm jobs, and goods and services derived from forest lands, including timber, firewood, fodder, livestock grazing, and NTFPs. The primary opportunities are SFM, biodiversity conservation including protected corridors, climate change mitigation, sustainable use of NTFPs, ecotourism, and hydro-power generation by installing micro-hydel power stations. There are around 80 villages in the landscape, and about 54,000 forest dependent people are likely to benefit from the Project interventions.

Table 6: Geographical, Biological and Socioeconomic Attributes of Project Landscapes		
Landscape	**Geographic and Biological Attributes**	**Socio-economic Attributes**
	Sassurea lappa are listed in Appendix-I of CITES. **Fauna:** Mammalian species include common leopard (*Panthera pardus)*, black bear (*Ursus thibetanus)*, langur (*Semnopithecus ajax*), rhesus monkey (*Macaca mulatta*), jackal (*Canis aureus indicus*), fox (*Vulpes vulpes*), squirrel spp. (*Eupetaurus cinereus*); and key pheasant species found are monal (*Lophophorus impejanus*), Koklass (*Pucrasia macrolopha*), Kalij (*Lophura leucomelana*) and Snow cock (T*etraogallus*).	
2. Siren Temperate Coniferous Forests Landscape (District Mansehra, Khyber Pakhtunkhwa)	The landscape is also located in the transition zone of Himalayan Dry and Wet Temperate Zones covering 2 government owned Reserves Forests (4,731 ha) and 3 community owned Guzara Forests (9,013 ha). The area of these forests is around 13,744 ha, whereas the total area of landscape is about 20,000 ha that includes forests, agricultural and horticultural crops, high pastures, and human settlements. Siren Valley is situated at a distance of around 20 km from Mansehra city and falls under the Siren Forest Division of the KP Forest Department. **Flora and Fauna:** The floral and faunal diversity is almost similar to Kaghan Temperate Coniferous Forests Landscapes.	Like upper valleys of Kaghan Landscape, local communities of Siren landscape depend heavily on natural resources to support their livelihoods, mainly from marginal agriculture lands and non-farm jobs as the area is relatively closer to cities. Local people derive lots of goods and services from natural forests, including timber, firewood, fodder, livestock grazing, and NTFPs. The main opportunities include SFM, biodiversity conservation, climate change mitigation, sustainable use of NTFPs, and promotion of ecotourism. There are about 50 villages in the landscape, and around 39,000 inhabitants are likely to benefit from the Project interventions.

Table 6: Geographical, Biological and Socioeconomic Attributes of Project Landscapes		
Landscape	**Geographic and Biological Attributes**	**Socio-economic Attributes**
3. **Salt Range Scrub Forest Landscape** (Districts Jhelum & Chakwal, Punjab)	This landscape falls under Sub-tropical evergreen thorn (Scrub) forests and is situated in the Salt Range of Pothohar Tract, the outer foothills of Himalayas having elevation 250 m to 1520 m msl. Administratively, the landscape falls in two districts--Jhelum and Chakwal. Originally, government owned Reserve Forests of Diljabba, Parera and Ara covering collectively 7,859 ha were included in the Project landscape, later Phadial and Padhri of district Jehlum and Thirchak, Nagri, and Samarkand RFs and Chinji National Park located in Kallar Kahar Tehsil of District Chakwal was also included in the Project landscape. In addition, 6,672 ha of privately owned and 5,469 ha of communal lands were also included in the Project area, making the landscape's area much bigger than actually recommended in the ProDoc. **Flora:** The main tree species include *Acacia modesta, Olea ferruginea syn cuspidata, Capparis aphylla, Butea frondosa, Tecoma spp., Pistacia integerima, Prosopis glandulosa, Morus alba, ficus bengalensis, dalbergia sissoo; and s*hrub species are *Calatropis procera, Adhatoda vesica, Nerium oleander,Withiana spp. Zizyphus nummularia, Dodonea sissoo, Gymnosporea royaleana*. **Fauna:** The prominent mammal species include Punjab Urial (*Ovis vignei punjabiensis*), Chinkara (*Gazella gazelle*), Wolf (*Canis lupus*), Jungle Cat (*Felis chaus*), Indian Fox (*Vulpes bengalensis*), Red Fox (*Vulpes vulpes*), Asiatic Jackal (*Canis aureus*), Yellow Throated Marten (*Martes flavigula*), Wild Boar (*Sus scrofa*), and Cape Hare (*Lepus capensis*).	Local communities in Pothohar landscape largely depend on rainfed agriculture practiced on marginal lands. Hence, people in the landscape mostly poor, who draw goods and services from communal lands, forests, and non-farm jobs predominantly in the Pakistan Army. Originally estimated that nearly 25 villages and hamlets are located within and around the landscape with a population of around 66,000. With the expansion of project activities to state owned forest in Kallar Kahar Tehsil, the local level project beneficiaries could be more then originally estimated. Project opportunities include SFM, biodiversity conservation including protected corridors, water development, Climate Change mitigation, restoration of degraded forests, reforestation, and promotion of ecotourism including community-based trophy hunting of Punjab Urial.
4. Kallar Seydan--Sub-tropical Pine Forests Landscape	The landscape is located partly in Kallar Syedan tehsil and partly in Kahuta tehsil of District Rawalpindi comprising of Himalayan sub-tropical	Local communities in Kallar Syedan landscape largely depend on rainfed agriculture practiced on marginal lands. Livestock rearing is the main source of

Table 6: Geographical, Biological and Socioeconomic Attributes of Project Landscapes		
Landscape	**Geographic and Biological Attributes**	**Socio-economic Attributes**
(District Rawalpindi, Punjab)	Chir pine forests. These forests are found between 900 m to 1700 m of elevation in western Himalayas. It covers 6 state owned Reserve Forests (1,556 ha) and 4 Protected Forests (1,058 ha), as well as communal and private lands of 6 villages located in the close vicinity of state-owned forests. The area is rich in biodiversity and home to several rare and threatened species. **Flora:** Major tree species found in the area include, Chir (*Pinus roxburgi*), and Kail (*Pinus wallichiana*), only found at upper limits of these forests. Lower elevations of this landscape are occupied by mixed broadleaved species, including specie like Acacia *modesta*, *Olea cuspidata*, *Dodonia viscosa*, and *Carrisa spinarum,* which form transitional zone among Chir pine forests and broadleaved scrub forests. Other important tree species include, *Dalbergia sissoo, Bauhinia variegate, Emblica officinalis, Ficus religiosa*, and *Cassia fistula* **Fauna**: Major mammalian species found in the landscape include, Himalayan goral (*Naemorhedus goral*) Barking deer, (*Muntiacus muntjac*), Rhesus Monkey (*Macaca mulatta*), common leopard (*Panthera pardus),* Himalayan palm civet (*Paguma larvata*), Leopard cat (*Felis bengalensis*), Pangolin (*Manis crassicaudatus*), and Porcupine (*Hystrix indica*). Among prominent birds, Peafowl (*Pavo cristatus*), K*oklass pheasant* (*Pucrasia macrolopha)*, white-backed vulture (*Gyps bengalensis*), grey partridge (*Francolinus pondecerianus*), black partridge (*Francolinus francolinus*), and common quail (*Fudynamys acolopacea*)	income of the people living within and around forest areas. Hence, people in the landscape are mostly poor, who draw goods and services from communal lands, state owned forests, and non-farm jobs in the nearby cites and in armed forces. There are six main villages located in the vicinity of reserve and protected forests. Land holding is very small as compared to communal (Shamlat) lands and state-owned forests. Local population is largely dependent on natural forests for fuel wood, fodder and grazing of their livestock. Therefore, tremendous pressure exists on Shamlat and state lands. The possible SFM interventions include: SFM, biodiversity conservation including protected corridors, water development, Climate Change mitigation, restoration of degraded forests, reforestation, and promotion of ecotourism, especially in Ghoon area of the landscape.
5. Kahuta Sub-tropical Pine Forests Landscapes (District Rawalpindi,	This landscape is located in Kahuta Tehsil of District Rawalpindi comprising of sub-tropical Chir pine forests which extend from Murree to	Like Kallar Syedan landscape, local communities of this landscape depend on rainfed agriculture and water drawn from streams and springs. Livestock rearing is

Table 6: Geographical, Biological and Socioeconomic Attributes of Project Landscapes		
Landscape	**Geographic and Biological Attributes**	**Socio-economic Attributes**
Punjab)	Kallar Syedan. These forests are located between 900 m to 1700 m of elevation in the western Himalayas. Forest fires are a common occurrence in these forests due to the presence of inflammable pine needles on the ground. It covers 3 state owned Reserve Forests (1,514 ha) and 3 Protected Forests (1,288 ha), as well as communal and private lands of 9 villages located in the close vicinity of state-owned forests. **Flora:** Chir (*Pinus roxburgi*) is the dominant species with occurrence of Kail (*Pinus wallichiana*) in upper limits of these forests. Earlier Oak (*Quercus incana*) was a dominant species of this landscape, but due to frequent forest fires this species has almost vanished from the area. On the lower limits of this landscape, mixed broadleaved species occur, including species like Acacia *modesta*, *Olea cuspidata*, *Dodonia viscosa*, and *Carrisa spinarum,* which form transitional zone among Chir pine forests and broadleaved scrub forests. Other important tree species include, *Dalbergia sissoo, Bauhinia variegate, Emblica officinalis, Ficus religiosa*, and *Cassia fistula.* **Fauna**: Major mammalian species found in the landscape include, Himalayan goral (*Naemorhedus goral*), Barking deer, (*Muntiacus muntjac*), Rhesus Monkey (*Macaca mulatta*), common leopard (*Panthera pardus),* Himalayan palm civet (*Paguma larvata*), Leopard cat (*Felis bengalensis*), Pangolin (*Manis crassicaudatus*).	the main source of income of the people living within and around forest areas. People of Kahuta landscape are low to middle income level households, who depend heavily on natural forests to draw goods and services both from communal lands and sate owned forests, including fuel wood, fodder and grazing of their livestock. There are around 10 villages located in the vicinity of reserve and protected forests. Land holding is very small as compared to communal (Shamlat) lands and state-owned forests. Hence, there exists tremendous pressure on Shamlat and state lands. The possible SFM interventions include: SFM, biodiversity conservation including protected corridors, water development, Climate Change mitigation, restoration of degraded patches of forests, reforestation, and promotion of ecotourism, especially in Panjar area of the landscape.
6. Sukkur Riverine Forests Landscape (District Sukkur, Sindh)	The landscape is located in Sukkur district of Sindh province along the western bank of the Indus River and is comprised of 28,514 ha. It is designated as Reserve Forests. Eight forests areas are included in the landscape namely, Qadirpur, Bindi Dharija, Keti Abad, Keti Shahu, SK Shahu, Keti Shah, Ding and	There are around 71 small and large villages located at an average distance of 0.25 - 1 km around Sukkur Forest. Approximately 23,454 people are living in these villages. The primary source of income is agriculture, followed by livestock. There are around 45,599 heads of livestock and fodder is mainly extracted from natural forests for free. The

Table 6: Geographical, Biological and Socioeconomic Attributes of Project Landscapes		
Landscape	**Geographic and Biological Attributes**	**Socio-economic Attributes**
	Panwhari. The landscape also forms an important link in the forest corridor, and remaining wildlife habitat, along the middle part of Indus River in Sindh. **Flora:** The prominent tree species include *Acacia nilotica* (Babul), *Prosopis cineraria* (Jand), *Tamarix dioica* (Lai), and *Populus cineraria* (Bahan). Other associated plant species include *Calotropis procera* (Akk), *Salsola foitida* (Lani), *Saccharum spontaneum* (Kana), *Cynodon dactylon* (Dubh), *Alhagi maurorum* (Kandaro), whereas 2 exotic tree species E*ucalyptus camadulances* (Sufeda), and *Prosopis juliflora* (Mesquite) are also found. **Fauna:** The landscape is considered as biodiversity hotspot with 25 species of mammals, 43 reptiles, 8 fresh water turtles, 5 amphibians, 55 fish species, and 190 resident and migratory bird species. Two species of large mammals, Hog deer (*Axis porcinus*), and Indus dolphin (*Platanista gangetica minor*), are considered flagship species.	landscape is best placed in terms of inundation of forests due to storage of water at Sukkur Barrage and back flows into the forests. The highest population of Indus dolphins is also found in this landscape in the Indus river.
7. Kot Dhingano-Lakhat Riverine Forests Landscape (District Benazirabad, Sindh)	It is located along the Indus River, downstream of Sukkur Barrage on the left bank near Kazi Ahmed Town in Deh Kot Dhingano, District Shaheed Benazirabad at a distance of about 12 km south-west of Kazi Ahmed town. The landscape is comprised of Kot Dhingano Reserved Forest (1,580 ha) and Lakhat Reserved Forest (4,880 ha). These forests are located in Benazirabad District and are also declared as wildlife sanctuaries. The total area of the landscape is 6,460 ha. **Flora:** The main tree species are Babul (Acacia nilotica), Kandi (Prosopis cineraria), Lawa (Tamarix aphyla), Lai (Tamarix dioca), and Bahan (Populus euphratica).	There are 10 villages and hamlets situated in and around these forests which consist of 1,670 households and 10,000 forest dependent local people. The two main villages are Razi Jatoi and Hamzo Jatoi. The people of these villages are actively assisting the Forest Department and are involved in protection and conservation of forest resources. The landscape is not only special due to its natural environment, but also the presence of diverse forest patches, wildlife populations, wetlands, and NTFPs. This is also considered a high conservation value forest landscape due to its biodiversity richness and an important forest biodiversity corridor along the Lower Indus River. Opportunities include SFM, biodiversity conservation including establishment of biological corridors, Climate Mitigation, and ecotourism.

Table 6: Geographical, Biological and Socioeconomic Attributes of Project Landscapes		
Landscape	**Geographic and Biological Attributes**	**Socio-economic Attributes**
	Fauna: The landscape is rich in biodiversity. Studies conducted during landscape planning suggested that 7 species of large mammals, 8 small mammals, 57 species of birds, 50 species of amphibians and reptiles, s species butterflies, and 2 species of honey bee. Two species of large mammals--Hog deer (*Axis porcinus*), and Indus dolphin (*Platanista gangetica minor)* are very rare. Similarly, reptiles like narrow-head soft-shell turtle (Chitra indica) and Indian Rock python (Python molurus) are also very rare.	

Source: *Summarized from Project Document, pp. 137-144*

E. Immediate and development objectives of the project

79. Per its design, the development objective of the Project is to "promote sustainable forest management in Pakistan's Western Himalayan Temperate Coniferous, Sub-tropical broadleaved evergreen thorn (Scrub) and Riverine forests for biodiversity conservation, mitigation of climate change and securing of forest ecosystem services". The Project aims at implementing three inter-related project outcomes and focuses on tackling major threats and key barriers by introducing management planning, strengthening regulatory and institutional frameworks, and enhancing capacities of line departments, civil society organizations, and local communities for developing and implementing on-the-ground SFM practices. The Project is implemented in seven landscapes across four forest types in three Provinces of Pakistan. It is designed to achieve its overall goal by developing working models of sustainable forest management at the landscape level and enhancing capacities for implementation and monitoring of the landscape management plans through three inter-related and complementary outcomes with multiple corresponding outputs under each outcome, which are listed below:

Outcome 1: Embedded sustainable forest management into landscape spatial planning through developing forest inventories and resource mapping, incorporating SFM objectives and safeguards into management planning, harmonizing planning tools and regulatory frameworks, and developing working plan codes and landscape level management plans. This was to be achieved through eight outputs listed below:

- Output 1.1: Forest resources and ecosystem services inventory and mapping informs forest management planning, implementation and monitoring at the landscape level;
- Output 1.2: Updated guidelines, planning tools and regulations facilitate harmonization and mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management planning;
- Output 1.3: Landscape level forest plans integrate considerations of biodiversity, ecosystem services, climate mitigation and community resource use;

- Output 1.4: Stakeholders' benefits of current unsustainable and sustainable forest practices and status of forest resources assessed;
- Output 1.5: System for effective monitoring and enforcement of forest management plans, including clear delineation of roles and responsibilities of key partners and management of participatory processes informs forest management and development;
- Output 1.6: Forest resource use conflict management and resolution processes established in multiple use zones;
- Output 1.7: Capacity building for provincial and district level forest agencies, local communities and other stakeholders, including (i) training workshops and courses (ii) vocational training modules (iii) on-the-ground demonstration and training and (iv) patrolling skills and forest fire controlling training enhances capacity for sustainable land and forest management within key agencies and communities;
- Output 1.8: Recommendations for facilitating adoption (institutionalizing), scaling up and replication of sustainable forest management practices promoted.

Outcome 2: Biodiversity conservation strengthened in and around High Conservation Value Forests by controlling deforestation, curtailing unsustainable use practices, developing model community-managed conservation areas, enhancing capacities of line departments and involving local communities in the sustainable management of state-owned forests. These specific results are to be achieved by targeting the following three outputs:

- Output 2.1: Avoided deforestation of High Conservation Value Forests with forest use regime change from unsustainable use to biodiversity conservation and non-exhaustive community forest management instituted;
- Output 2.2: Community-Managed Conservation Area model of community governance and management system operational;
- Output 2.3: Biodiversity conservation and capacities in and around high conservation value forests reinforced through training, enhanced enforcement, guidelines and strengthening with community managed conservation forests and involvement of communities in state managed forests.

Outcome 3: Enhanced carbon sequestration in and around HCVF in target forested landscapes by effectively mitigating impacts of climate change, optimizing carbon benefits, and demonstrating practical approaches for enhancing carbon sequestration capacity through restoration of degraded forests, and enhancing local capacities for sustainable management of forest resources by adopting a landscape approach. All this was to be achieved through the following four closely related outputs:

- Output 3.1: Restoration of degraded Temperate Conifer forests and Sub-tropical Broadleaved Evergreen Thorny forests with indigenous species, realizing carbon benefits;
- Output 3.2: Reforestation of degraded Riverine forests with indigenous species, realizing carbon benefits and biodiversity conservation;
- Output 3.3: Best practice silvicultural approaches to forest restoration and reforestation documented, and capacities enhanced through training and local language guidelines;
- Output 3.4: On-the-ground application of nationally-tailored methodology for measuring carbon

stocks (to be developed under a parallel REDD Readiness Preparation Project) applied, demonstrated and validated for the target areas.

F. Expected results

52. The **first component** of the Project aims at strengthening landscape level spatial planning for promoting sustainable forest management by developing forest inventories and the mapping of ecosystem services, updating planning guidelines, tools and regulatory frameworks, including provincial level working plan codes for the three provinces. It also aims at developing seven landscape level management plans through participatory approach covering four major forest types of the country and integrating prescriptions targeted at biodiversity conservation, improvement in ecosystem services, climate change mitigation measures, and sustainable use of natural resources by the local communities. Systems for effective monitoring and enforcement of landscape level management plan are to be put in place with clear roles and responsibilities of key players for sustainable management of forest resources. It also focuses on capacity building of the provincial forestry and wildlife departments, local CBOs, research institutions, and CBO support organizations by organizing training workshops, developing training modules, and on-the-ground demonstration best SFM practices, including forest patrolling and developing forest fire controlling centers and quick response mechanisms. Most importantly, the key result of this component is to come up with recommendations for institutionalizing, scaling-up and replication of SFM practices to other landscapes and forest types.

53. The **second component** focuses on strengthening biodiversity conservation in and around HCVFs through controlling deforestation, curtailing unsustainable use practices, and developing model community-managed conservation areas, community governance and management structures. It also aims at enhancing capacities of provincial forestry and wildlife departments through trainings, improved law enforcement, strengthening community-managed forests (Guzara Forests) and involving local communities in the management of state-owned reserve forests. It also targets demonstrating on-the-ground interventions for biodiversity conservation through establishing baselines and population trends in endangered and threatened species of plants and animals, particularly restoration of the population of large mammals and game bird species.

54. The **third component** is directed towards enhancing carbon sequestration capacities in and around HCVFs found in the targeted landscapes through restoration of degraded temperate conifer forests in the north of KP, sub-tropical pine forests of Himalayan foothills, sub-tropical evergreen thorny forest of Pothohar tract, and riverine forests along the western bank of the Indus River in Sindh province and enhancing tree cover by raising indigenous tree species for optimizing carbon benefits. It also involves reforestation in blank areas in these landscapes with native plants for biodiversity conservation and realizing carbon benefits. The component also aims at documenting and disseminating best practices of forest restoration and reforestation, and enhancing capacities for sustainable management of forest resources by adopting landscape approach through trainings and developing forest management guidelines in local languages. Finally, the Project also intends to develop and apply nationally-tailored methodology for measuring carbon stocks, and demonstrate/validate it by measuring carbon stock in the areas restored and reforested under the UNDP-GEF SFM project.

55. Though the federal government has taken a bold step by launching a nationwide TBTT-P, in parallel to this Project, for enhancing tree cover in the country, the focus of this program is largely on planting more trees and creating protected areas, without this Project adopting an integrated landscape

management approach and promoting biodiversity conservation in and around, HCVFs is less likely to be adopted and the business-as-usual would continue with little focus on enhancing carbon stock and optimizing carbon benefits.

G. Main stakeholders

80. The Project Document contains a detailed stakeholder analysis and stakeholder involvement plan, including their roles and involvement in the Project, identified in Table 4 on pages 27-28 and in Section IV, Part VII, respectively. This assessment has been augmented and summarized in Table 19 in Section IV B (Actual Stakeholder Participation and Partnership Arrangements). The TE notes therein that actual implementation and roles have not uniformly been consistent with and played out according to the consultation process during the PPG stage.

H. Theory of Change

81. A theory of change (TOC) approach was not used for Project development or M&E as the UNDP-GEF SFM project was designed prior to the TOC becoming a GEF requirement. Nor was there a reconstructed TOC discussed or included at MTR to help reorient resource allocation towards its main impact pathways.

82. In spite of this shortcoming however, the TE consultant team believes that the absence of a TOC did not compromise the effectiveness and uniformity of results in any negative way and that clarity did exist implicitly through the Project Document's incremental reasoning (pp. 52-54) of the investments that would deliver the greatest impact for the Project.

IV. FINDINGS

A. Project Design / Formulation

83. This section discusses the assessment of the formulation of the UNDP-GEF SFM project, its overall design and strategy in the context of sustainable forest management both nationally and within the region, as well as its goals towards safeguarding biodiversity and enhancing carbon sequestration.

Analysis of Results Framework: project logic and strategy, indicators

Project Logic and Strategy

84. The TE consultant team has found the overall design of the Project to be clear, cogent, well-laid out and strongly formulated, with minor shortcomings on the connectivity of lower-order results at the Output level to higher-order Outcomes and ultimately, to the core Objective. Initially, there was a high degree of redundancy and overlap that ought to have been addressed and remediated during the inception phase during the collaborative review of the Project's core strategy. The strategy, is based on a recognition of the centrality of forest ecosystems, which are essential to life on our planet, owing to the biodiversity they house, ecosystem services they generate and tremendous sink capacity, as well as the symbiotic relationship with local community livelihoods. The Project's design is also cognizant that approaches used to manage forests in protected areas are evolving and there is a need for enhancing the demonstration value of ongoing SFM initiatives globally and replicate these at scale.[17]

"MOVING FORWARD, THERE IS INCREASING RECOGNITION OF THE NEED FOR TRANSFORMATIVE ACTION – REFORM TO SHIFT FROM BUSINESS-AS-USUAL 'DEFORESTATION-DRIVEN ECONOMIES' TO 'CONSERVATION-DRIVEN' STANDING FOREST ECONOMIES THAT SUPPORT PEOPLE AND NATURE THRIVING TOGETHER"

- EVALUATION OF THE GEF SUPPORT TO SUSTAINABLE FOREST MANAGEMENT, GEF IEO - 2020

85. While the results hierarchy articulated in Project Document does not define in explicit terms the long-term goal to which the Project contributes, it does clearly identify the overall Development Objective on page 30, which is "to promote sustainable forest management in Pakistan's Western Himalayan Temperate coniferous, Subtropical broadleaved evergreen thorn (Scrub) and Riverine forests for biodiversity conservation, mitigation of climate change and securing of forest ecosystem services". This Objective is fundamentally anchored to three mutually interconnected Outcomes, which will be achieved through several Outputs each generated by the Project, pending on the fulfilment of external assumptions and mitigation of articulated risks.

"THE PROJECT'S INCREMENTAL VALUE LIES IN DEMONSTRATING, USING THE CASE OF THE PILOT FOREST LANDSCAPES TO DEVELOP SUSTAINABLE FOREST MANAGEMENT PLANS BY ADDING THE LAYER OF BIODIVERSITY AND ECOSYSTEM VALUES, AND CLIMATE CHANGE MITIGATION TO FOREST MANAGEMENT"

- PROJECT DOCUMENT

[17] Evaluation of the GEF Support to Sustainable Forest Management, GEF Independent Evaluation Office, Approach Paper, 12 December 2020.

86. However the goal, as discussed in Section III C, is tacitly implies the Project's long-term solution is to reform the forest policy framework, develop supply and demand solutions, strengthen relevant institutions, and to address social issues, particularly poverty and lack of attractive and available alternatives. Four barriers have impeded the implementation of this long-term solution: (i) Insufficient knowledge on sustainable forest management and the consequences of deficient management; (ii) No proven incentive models for sustainable forest management; (iii) Insufficient control of resources due to unclear or limited access rights; (iv) Limited capacity and knowledge to conserve biodiversity especially at a landscape level planning and management; and (v) Forests not being managed to optimize carbon benefits. As a response, the Project was designed to address these barriers.

87. **Outcome 1**, enabled through **8 corresponding Outputs**, was designed to overcome barriers to the implementation of SFM, including i) insufficient knowledge on SFM, ii) no proven incentive models for SFM, and iii) insufficient control of resources due to unclear or limited access rights. It was about the incorporation of sustainable forest management objectives and safeguards in forest management planning, forestland allocation and compliance of monitoring systems at the local level. It also focused on incorporating SFM objectives and safeguards in management planning, land allocation and compliance at the local level. Taken together it aimed at developing working models of sustainable forest management at the landscape level and in establishing capacity for implementation and monitoring of the landscape management plans.

88. Designed to be achieved through **3 corresponding Outputs**, **Outcome 2** was designed to overcome the barrier biodiversity conservation manifested in the limited capacity and knowledge to conserve biodiversity, especially in landscape level planning and management. Accordingly, the Outcome targets demonstrating on-ground approaches to biodiversity conservation in and around High Conservation Value (HCV) forests. This Outcome was about identifying, demarcating and implementing on-the-ground approaches to improving management of high conservation value forests within seven landscapes covering an area of 67,861 ha with the aim of prioritizing areas critical or important for the conservation of species, their populations and habitats and the conservation of representative–forest cover in the landscapes, climate mitigation and maintenance of essential ecosystem functions.

89. **Outcome 3**, comprised of **4 Outputs**, was developed to overcome the barrier of sub-optimal measures to effectively mitigate climate change, most importantly of forests not being managed to optimize carbon benefits. The Outcome targeted the development of practical approaches to enhance carbon sequestration through a combination of restoration and reforestation of 10,005 ha[18] of degraded conifer forests; 3,400 ha[19] of sub-tropical broadleaved evergreen thorny forests, 5,663 ha[20] of subtropical dry conifer forests and reforestation of 7,436 ha[21] of riverine forests with native species.

90. The UNDP Strategic Plan 2018-2021 emphasizes support to put governments onto sustainable development trajectories. Relevant priorities of the UNDP-GEF SFM project are addressed through Signature solution 1: Keeping people out of poverty (through investing in new technologies to reduce emissions and promoting economic diversification); Signature solution 3: Enhance national prevention and recovery capacities for resilient societies; and 4: Promote nature-based solutions for a sustainable

[18] Target unchanged following the MTR.

[19] Target unchanged following the MTR.

[20] Target modified following the MTR and disaggregated into sub-indicators from the original ambition of 13,099 ha.

[21] Target modified following the MTR resulting in sub-indicators of the total 13,099 ha of riverine forest reforested with native species.

planet. The SFMP strategy remains valid in the context of the global UNDP strategy. The UNDP Pakistan Country Programme Document 2018-2022 under Outcome 2 Enhanced resilience and socioeconomic development of communities, contains indicators which are particularly aligned with the Project's Strategic Results Framework indicators.

91. While the Project strategy faced numerous delays from crystallization of the design in 2013, was endorsed by the GEF CEO some two years later in 2015, was approved by the Government of Pakistan and formally initiated in 2016 but only gained traction in Q2 2017 with the Inception Workshop and subsequently at the end of 2017 with the formal composition of the PMU and PMIUs, the Project remains highly relevant in 2022 at the time of writing. In the light of changes in government priorities in 2018, the Project is seen as a pioneer of the SFM approach. The Project remains an important part of the UNDP Pakistan Environment and Climate Change portfolio, and is seen as a "star project" within the MoCC, whose approaches have been internalized and upscaled through parallel initiatives, including the TBTT-P, among others.

> *"MANY PROJECT APPROACHES, SUCH AS FIRE CONTROL PRACTICES, ARE BEING PICKED UP BY OTHER GOVERNMENT INTERVENTIONS, AS NOTED DURING FOREST BOARD MEETINGS"*
>
> *"THERE WERE CHALLENGES WITH CORPORATE CULTRUES, WHICH MANIFESTED THEMSELVES AS A RESULT OF 2010 DEVOLUTION OF RESPONSIBILITIES BETWEEN FEDERAL AND PROVINCIAL LEVELS. NONETHELESS THE PROVINCES PROVED TO BE RESOURCEFUL AND THE APPROACH GELLED THROUGH LARGE PROGRAMS AT THE MOCC"*
>
> **- STAKEHOLDER PERCEPTIONS ON STRATEGY**

92. Per the Project Document (p. 27), the Project was approved as a multi-focal area project under the GEF-5 Sustainable Forest Management/REDD+, Biodiversity and Climate Change Focal Areas, specifically contributing to Strategic Objectives SFM-1 "Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services", BD-2 "Mainstream biodiversity conservation and sustainable use into production landscapes/seascapes and sectors", and CCM-5 "Promote conservation and enhancement of carbon stocks through sustainable management of land use, land use change and forestry".

> *"ALTHOUGH SFM IS NOT ITSELF A FOCAL AREA, SFM INITIATIVES HAVE BEEN SUPPORTED THROUGH GEF FOCAL AREA INTERVENTIONS FOR BD, CC, AND LD AND, INCREASINGLY, MULTI-FOCAL PROJECTS COVERING MORE THAN ONE OF THESE THREE FOCAL AREAS"*
>
> **- EVALUATION OF THE GEF SUPPORT TO SUSTAINABLE FOREST MANAGEMENT, GEF IEO - 2020**

93. The project Outcomes are purposefully ambitious, as they aim to address ambitious changes at three levels simultaneously. Nonetheless, the targeted changes at multiple levels are undergirded by a logical flow and inter-connection between the end-of-project targets. Thus, if implemented effectively, the outputs can be mutually reinforcing, which can in turn contribute to improved potential for the success of the Project overall.

94. Taken together, the TE consultant team finds the logical flow, core design and strategy underpinning the intervention logic is balanced in terms of combining system and site level activities; it addresses institutional capacities; in situ & ex situ conservation through active and enhanced landscape restoration and reforestation approach; and the need to leverage technology and consistent carbon calculations for wide application.

95. Most interviewees agree that the Project design was ambitious, underestimating the time and effort needed to achieve outputs involving a complex web of stakeholders and cross-government departments - on a broad range of aspects and disciplines - that were not accustomed to working together on issues requiring unprecedented cooperation. Semi-structured interviews with Project stakeholders via the TE consultation process, coupled with the analysis by the TE consultant team confirm that the Project design remains consistent with GEF priorities. This was underscored by the results of the online questionnaire in the figure below, where 47% and 53% of respondents respectively strongly agree and agree, that the project strategy to tackle Sustainable Forest Management issues in Pakistan is still relevant and consistent with national and international priorities.

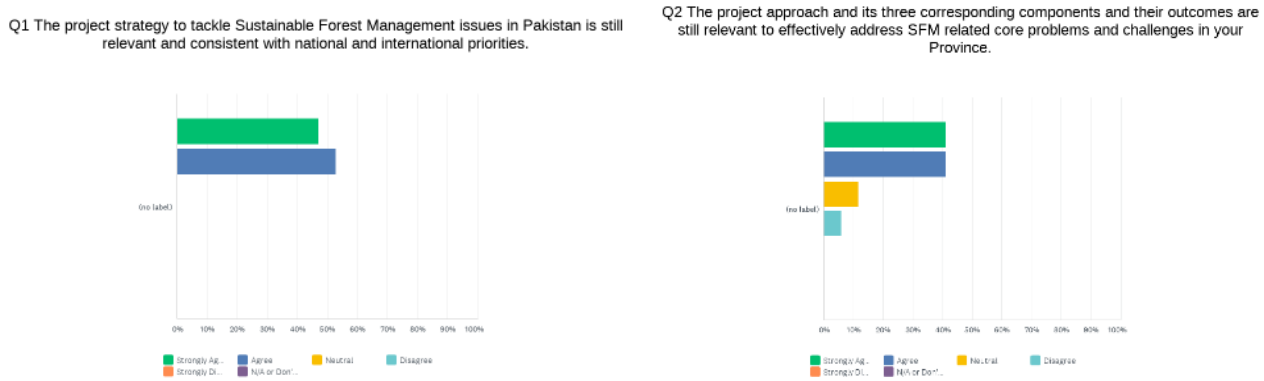
"PAKISTAN IS A DATA DEFICIENT COUNTRY AND DEVELOPMENT MONITORING FRAMEWORKS WITHOUT THE ESTABLISHED BENCHMARKS HAS BEEN PROBLEMATIC, ESPECIALLY WHEN TRYING TO TAKE A CONSULTATIVE APPROACH"

"WE SORELY UNDERESTIMATED THE TIME NEEDED FOR CERTAIN OUTPUTS BECAUSE WE HAD NO POINT OF REFERENCE"

- TO SUSTAINABLE FOREST MANAGEMENT, GEF IEO - 2020

96. Furthermore 41% of respondents each strongly agreed and agreed that the approach and its three corresponding components and their outcomes were still relevant to effectively address SFM related core problems and challenges at the provincial level, with 6% of respondents disagreeing, due to the focus of activities skewed towards wildlife and biodiversity rather than management of forest resources, interventions limited to only 3 provinces, and an insufficient focus on SFM at the community level, especially among women.

Figure 7. Questionnaire Feedback on the Relevance of Project Strategy and Approach



97. Following on the above-noted sentiment, the TE consultant team has found that the original design of the Project sufficiently considers aspects related to the social and productive development of the intervention zones at the provincial level. It shows high visibility in linking with social aspects, sustainable livelihoods, financial sustainability and poverty. In fact, local communities are at the centre of 3 of the total 8 Outputs under Outcome 1, represented in 2 of the 3 Outputs in Outcome 2, and is mentioned in 2 out of the 4 Outputs in Outcome 3. As noted in Section IV C, the centrality of local communities and importance of **sustainably** addressing poverty has not been carried over uniformly across all Components, considering the levels of poverty and the limited social structure existing in the intervention areas.

Strategic Results Framework

98. The logic model of the Project presented in the Strategic Results Framework is summarized in the tables below. Collectively, it included 1 Objective, 3 Outcomes and 15 Outputs (8 under Outcome 1, 3 under Outcome 2 and 3 Outputs earmarked under Outcome 3). For each expected Outcome and the Objective, corresponding targets to be achieved at the end of the Project were identified. From a design perspective, the results framework was very large, with 24 indicators at the point of CEO endorsement, subsequently pared down to 18 after the MTR.

99. The Project's Strategic Results Framework bears considerable shortcomings at lower hierarchic levels (Outputs and associated Outcome Indicators), which contributes to planning not being sufficiently results-based, and leads to challenges in monitoring, reporting and evaluation. Prior to the MTR, the strategy underpinning each Outcome contained considerable redundancy and duplication across indicators and in some cases across targets, with some targets missing the spirit of what is supposed to be measured. Furthermore, certain quantitative indicator baselines remain unvalidated or have not been established.

100. The results hierarchy at the Output level poses particular challenges and problems for project implementation. The vague delineation of and description of the scope of Outputs within the Project Document in some cases leads to gaps in targeted results, which in turn are inadequately captured by indicators. The resulting problems manifest in weakly results-based work planning, insufficient action-oriented and tangible deliverables, traceability to corresponding Outcomes, as well as challenges with monitoring, vague reporting and associated challenges of evaluation.

101. A good example is Output 1.6 "*Forest resource use conflict management and resolution processes established in multiple use zones"*, among several others. The lack of clarity and articulation of scope within the Project Document has translated into a lot of exploratory work, studies, training and meetings where these were parsed out at the activity level in the 2017, 2018, 2019 and 2020 Annual Work plans, but no concrete mechanisms for defining a transparent and participatory conflict resolution process exist. Moreover, the problem has been carried over to monitoring where in spite of the Project having claimed to have met the corresponding indicator in the SRF "*Number of forest resource use conflicts effectively resolved*", there is no evidence to support the use of a standardized conflict resolution mechanism, irrespective of the important conflicts resolved. This underscores the importance and critical role of the Project Document to provide sufficient detail and direction for implementation teams to parse out Outputs at a further level of granularity at the activity level.

"ACTIVITY PLANNING DURING THE AWP PROCESS HAS BEEN PARTICULARLY PROBLEMATIC AND A CONTINUOUS BALANCING ACT TO KEEP TO THE VISION OF THE PROJECT DOCUMENT AND ORIGINAL DESIGN IN LIGHT OF THE NEEDS AND WANTS OF GOVERNMENT AND PROVINCIAL STAKEHOLDERS"

"THE AWP PROCESS HAS IN SOME CASES BEEN A LONG AND DRAWN OUT PROCESS"

- STAKEHOLDER PERCEPTION ON THE AWP PROCESS

102. The review of the Strategic Results Framework and the overall strategy detailed in the Project Document, when compared with the initial strategy presented in the PIF, reveals a continuity in approach no major key differences in the overall strategy of the Project. The PIF sets 3 key outcomes which were kept as is in the final strategy. Notwithstanding, several changes and deviations can be observed outlined below between the PIF and the Project Document at the expected Output level,

though these changes are mostly a refinement of each expected output as opposed to any new directions.

- The level of ambition of the Project's original design was higher in some areas with greater carbon benefits envisaged for riverine forests, totaling 26,200 ha through natural regeneration and reforestation;
- The involvement and vision of the involvement of the private sector was significantly more robust in the PIF with a trilateral compact anticipated between government, communities and the private sector through PES and REDD+ approaches;
- Interestingly, a sustainable exit strategy was documented as a discreet stand-alone Output, which may have contributed to enhanced continuity.

103. The views of the Scientific and Technical Advisory Panel (STAP) on the PIF still resonate today, which concluded with the statement "STAP welcomes UNDP's proposal *Sustainable forest management to secure multiple benefits in Pakistan's high conservation value forests*. The Objective is supported by three appropriately defined components on biodiversity conservation, carbon sequestration generated by forest landscapes, and landscape spatial planning inclusive of sustainable forest management". Furthermore, the STAP's recommendation that the Project ought to place greater emphasis on capacity building, participatory approaches and up-scaling efforts of sustainable forest management approaches in Pakistan - given these aspects are important to the sustainability of forest landscape management - still hold true in the context of the TE at the time of writing.

104. The Project's logic, core strategy, and value-added calls for a systemic change in the status quo on the following three[22] key fronts:

- Integration of participatory forest management models based on innovative and sustainable financing including watershed management, non-consumptive resource use, NTFPs and carbon marketing and other PES mechanisms that are not yet part of conventional forest management practice in Pakistan, and which are collectively grounded in international best practice, supported by knowledge transfer and capacity building;
- Creating a supporting policy and regulatory environment to enable new management practices also through enhanced implementation capacity at local, provincial and federal level, especially the latter in the context of the fulfillment of UNFCCC commitments and requirements; and
- Inter-agency collaboration is inadequate to sufficiently address SFM from a multi-disciplinary perspective and therefore, the principal focus of GEF resources was to engineer a paradigm shift towards participatory and integrated working of the public and private sectors and local communities, on issues requiring close coordination and cooperation between multiple agencies. The long-term vision has been for the Project to nurture unprecedented collaboration and closer information sharing between government agencies and CBOs, and was expected to be one of the enduring legacies of the UNDP-GEF SFM project.

105. The TE consultant team notes four barriers have impeded the implementation of this paradigm shift from taking root in practice: (i) inadequate planning, regulatory and institutional mainstreaming framework for supporting integrated SFM to support the engagement of other critical line ministries; (ii) minimal experience among provincial and local government and civil society stakeholders in developing, implementing and maintaining SFM practices on the ground without continued support

[22] Project Document, page 52.

and greater investment in training; (iii) lack of incentives and benefits to local communities to participate in forest management; and (iv) insufficient financial and human resources.

106. The Project made bare minimum efforts to mainstream broader cross-cutting development objectives, including gender and social equity considerations. Also, the focus and quality of baseline data and monitoring have varied (compounded by a grossly inadequate M&E budget), and there has been a consistent focus on status quo forest protection, restoration, and sustainable use, without sufficiently balancing the need for target state biodiversity dimensions and ecosystem services. Another observation made by the TE consultant team is that, despite amendments to the indicators adopted by the Project Board at its 6th meeting on 3rd February 2020, the Project continues to report against outdated targets for some indicators in the annual PIRs.

107. The Project did not have a specific gender objective. Gender mainstreaming was encouraged but it was not sufficiently reflected in the Project design or SRF. Insufficient training was provided to the executing partners by the Implementing Agency at outset as is normally best practice. The Project design was reviewed based on the findings of the MTR, and minimal elements were incorporated into the Project that gave a more integral character to the intervention with greater involvement with the community and women, consistent with a GEN 2 marker project. However, the implementation time was too short from the end of 2019 onwards - further compromised by accessibility issues due to the COVID-19 pandemic - to ensure the necessary conditions for these initiatives to be sustainable.

108. The muted responses in the online questionnaire on gender and women’s empowerment reinforces the view of the TE consultant team with nearly 20% of respondents agreeing that greater prioritization of gender could have been integrated within the Project’s core strategy. Furthermore, the “neutral” and “don’t know” responses on whether there has been sufficient participatory review of the Strategic Results Framework during inception is telling in itself and confirms the finding that the M&E framework was insufficiently results-based and not driven by the Project stakeholders as a whole per best practice, and disproportionately fell onto the role of the PMU’s designated M&E Officer.

Figure 8. Questionnaire Feedback on the Gender Considerations and Input into the Logical Framework

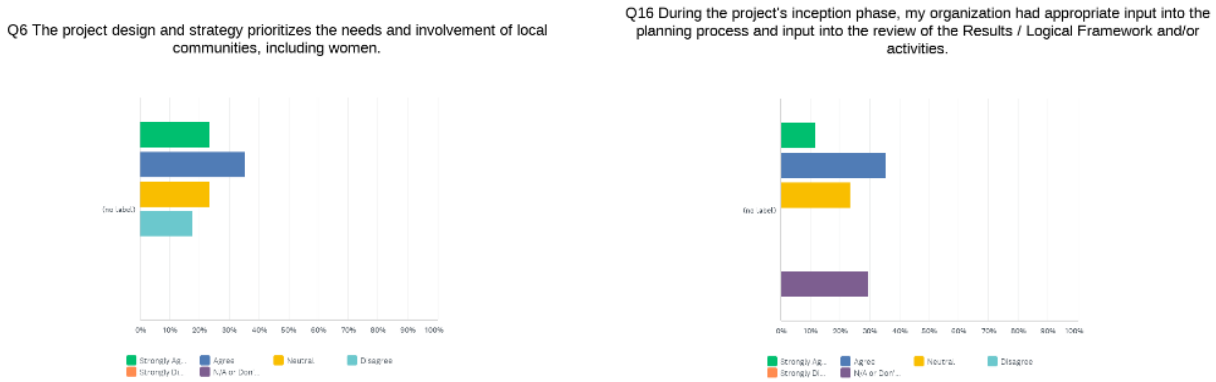


Table 7: Review of the Strategic Results Framework - Objective				
Objective: Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services				
Indicator	**Baseline**	**End-of-Project target**	**MTR Comments**	**TE Comments**
1. Number of forest landscape management plans integrating considerations of biodiversity, ecosystem services, climate mitigation and community resource use (integrating sustainable forest management principles)	0	7	No changes proposed.	Assumptions and risks in the Project Document on page 88 highlight the end-of-project target is the implementation of the forest landscape management plans and the integral role of local stakeholders (herders, land owners, forest dependents) therein.
2. Total avoided and/or sequestrated carbon benefits over thirty-year period due to improved sustainable management of forests	0	9,908,090 tCO2eq	No changes proposed.	The TE consultant team validated the end-of-project targets via a report developed by the Pakistan Forest Institute in 2021 "*Carbon Accounting of Activities of Sustainable Forest Management Project in Sindh, Punjab and Khyber Pakhtunkhwa*" and a supporting PowerPoint presentation "Review of activities carried out by Pakistan Forest Institute under SFM Project 2017-2021" of earlier calculations, both by Dr. Anwar Ali. There has been continuity in the methodology since 2017 and the use of multiple parameters and appropriate use of assumptions. The

Table 7: Review of the Strategic Results Framework - Objective				
Objective: Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services				
Indicator	**Baseline**	**End-of-Project target**	**MTR Comments**	**TE Comments**
				calculations are sufficiently robust and anchored to accepted norms and guidelines as evidenced in the references.
3. Extent in hectares of forest area managed for multiple sustainable forest management and ecosystem benefits	0	67,861 ha	No changes proposed.	Reporting against this target is ambiguous and subjective given the poor description of the baseline and no description of actual ecosystem benefits expected to accrue from the Project.

Table 8: Review of the Strategic Results Framework - Outcome 1		
Outcome 1: Embedded SFM into landscape-scale spatial planning		
Output	**MTR Comments**	**TE Comments**
Output 1.1: Forest resources and ecosystem services inventory and mapping informs forest management planning, implementation and monitoring at the landscape level	The MTR noted a duplication of strategy components across Outputs highlighted in Annex 12 of its report.	Good breakdown of granular activities but there is stronger traceability and closer alignment to individual indicators rather than to specific outputs per Annual Work Plans. No explicit strategy from the PMU or PMIUs or from the Project Board on how to streamline activities and address redundancies and overlap flagged during the MTR.
Output 1.2: Updated guidelines, planning tools and regulations facilitate harmonization and mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management planning		
Output 1.3: Landscape level forest plans integrates considerations of biodiversity, ecosystem services, climate mitigation and community resource use		
Output 1.4: Stakeholders' benefits of current unsustainable and sustainable forest practices and status of forest resources assessed		
Output 1.5: System for effective monitoring and enforcement of forest management plans, including clear delineation of roles and responsibilities of key partners and management of participatory processes informs forest management and development		

Output 1.6: Forest resource use conflict management and resolution processes established in multiple use zones				Some of the dependencies noted in the Project Document between outputs have not played out in practice (i.e., once forest resource conflicts were identified, Output 1.6 notes that GEF resources were to be used to support the development of a transparent participatory process for resolution of key resource use conflicts, test participatory models at conflict management and establish a grievance redresser mechanism for management of conflict, and enforcement and monitoring of conflict resolution)
Output 1.7: Capacity building for provincial and district level forest agencies, local communities and other stakeholders, including (i) training workshops and courses (ii) vocational training modules (iii) on-the-ground demonstration and training and (iv) patrolling skills and forest fire controlling training enhances capacity for sustainable land and forest management within key agencies and communities				
Output 1.8: Recommendations for facilitating adoption (institutionalizing), scaling up and replication of sustainable forest management practices promoted				
Indicator	**Baseline**	**End-of-Project target**	**MTR Comments**	**TE Comments**
4. Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management in Pakistan	0	One ~~set of SFM guidelines (for the three forest types included in the project)~~ revised Forest Working Plan Code per Province formally approved by ~~MoCC & adopted by the provinces~~ the concerned Provincial Forest Department, by the fourth year of the project	Working Plan Codes are not prepared for forest types, but for Provincial Forest Departments. The Constitutional Amendment places forestry under the jurisdiction of provinces and thereby Working Plan Codes do not need to be approved by the MoCC.	Project not reporting against amended end-of-project target in the latest 2021 PIR despite MTR revisions being adopted in full at the 6th PB meeting. The PMU has noted the UNDP Country Office provides the baseline PIR each year and the amended targets have not been reflected therein (per screenshot). UNDP Country Office commentary in the narrative does acknowledge change in target.

				End of project target level One set of SFM guidelines (for the three forest types included in the project) approved by Ministry of Climate Change and adopted by the provinces, by the fourth year of the project
5. Number of forest landscapes completed forest inventory and maps in support of sustainable forest management	0	7	No changes proposed.	No issues flagged. **Note:** During the inception workshop participants felt that the "*number of hectares of forest landscapes should also be mentioned where forest inventory and maps are completed in support of sustainable forest management*"[23], but there is no evidence supporting any changes to this indicator based on the feedback received.
~~6. Number of provincial/district level forest entities effectively applying consideration of the needs for biodiversity, climate mitigation, forest ecosystem services and community sustainable use~~	~~0~~	~~3~~	Propose deleting indicator as target of monitoring will be captured by the newly proposed SFM capacity score-card and thereby this indicator will become redundant.	Amendment reflected in the 2021 PIR.
7. Number of forest monitoring protocols to assess effectiveness of	0 (existing practice, monitoring protocols used for recording	3 sets of monitoring protocols~~, 1 for each of the 3 forest types of~~	Monitoring protocols are prepared and applied at the Provincial Forest Department	Project not reporting against amended end-of-project target in the latest 2021 PIR despite

[23] Inception Workshop Report, page 15.

adoption for SFM in forestlands	forest violations & fires, not for consideration of ecosystem values & functions)	~~pilots, approved by the MoCC and~~ adopted by the respective provincial Forest Departments	level and are not subject to approval by MoCC.	MTR revisions being adopted in full at the 6th PB meeting. UNDP Country Office commentary in the PIR narrative does acknowledge change in target. 3 sets of monitoring protocols, one for each of the 3 forest types of pilots, approved by the Ministry of climate change and adopted by the provincial respective Forest Departments
~~8. Number of provincial and district staff trained in the use of ecosystem-based planning tools~~	~~0~~	~~30~~	Propose deleting indicator as target of monitoring will be captured by the newly proposed SFM capacity score-card and thereby this indicator will become redundant.	Amendment reflected in the 2021 PIR.
~~9. Number of forest community members and private forest owners undergone technical and skills training and development in sustainable forest management~~	~~0~~	~~At least 200 (of which at least 10% are women)~~	Propose deleting indicator due to partial redundancy with Indicator 18.	Proposed amendment not reflected in the 2021 PIR, in spite of redundancy. Project continues to report against this indicator which was impacted by COVID-19.
10. Number of baseline assessment report on current unsustainable & sustainable resource use practices, state and/or condition of	0	At least seven baseline assessment reports completed, one for each forest landscape	No changes proposed	No issues flagged.

resources & baseline of key indicator species				
11. Number of forest resource use conflicts effectively resolved	0	At least 50% of identified and documented conflicts effectively resolved	No changes proposed	Poor indicator as noted in the analysis of indicators section. Highly subjective end-of-project with little guidance on what is considered effectively resolved. Target does not capture the resolution mechanisms described in Output 1.6 in the Project Document.
12. Number of comprehensive recommendations for scaling-up and replication of sustainable forest management approaches emanating from the Project sites	0	One set each of best practices, successful models and composite recommendations developed by the Project implementing provincial governments ~~in consultation with the MoCC, adopted, publicized & supported in the country as part of future regular or development programs~~ and shared widely through case studies ~~etc.~~	The target of the indicator is not specific and dropping components which are beyond the Project's scope (e.g., future regular development programmes) is recommended.	Amendments not reflected in the PIR logical framework or in the UNDP narrative section.
SFM capacity scorecard	Develop an SFM capacity scorecard for each province with retrospective assessment of the baseline	Define target for the SFM Capacity scorecard, implying a substantial improvement in institutional capacity of Provincial Forest and Wildlife Departments on SFM	Current indicators miss to capture institutional capacity on SFM as an important component of creating an enabling environment for the upscaling of SFM. SFM scorecard should capture i) individual, ii) organizational, and iii) institutional capacities to implement SFM including all central themes of the Project (landscape-level management planning, biodiversity	Project not reporting on new indicator adopted regarding SFM scorecard. No activity in either the 2020 or 2021 AWP articulates the need to define targets for the proposed SFM scorecard. The final management response is silent on the scorecard and does not mention that the Project would not be adopting it. The scorecard was missed or neglected altogether. A SFM

			conservation, restoration and climate change mitigation, etc.).	capacity scorecard was also not provided to the TE consultant team as part of the initial information package.

Table 9: Review of the Strategic Results Framework - Outcome 2

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

Output	MTR Comments (if any)	TE Comments (if any)
Output 2.1: Avoided deforestation of High Conservation Value Forests with forest use regime change from unsustainable use to biodiversity conservation and non-exhaustive community forest management instituted	The MTR noted a duplication of strategy components across Outputs highlighted in Annex 12 of the MTR report.	No explicit strategy from the PMU or PMIUs or from the Project Board on how to streamline activities and address redundancies and overlap flagged during the MTR. Good traceability with the Project Document as activities adopted by the Project consistent with the vision of the design.
Output 2.2: Community-Managed Conservation Area model of community governance and management system operational		
Output 2.3: Biodiversity conservation and capacities in and around high conservation value forests reinforced through training, enhanced enforcement, guidelines and strengthening with community managed conservation forests and involvement of communities in state managed forests		

Indicator	Baseline	End-of-Project target	MTR Comments	TE Comments
13. Hectares of high biodiversity conservation value forests identified, designated and effectively managed for biodiversity and climate change mitigation	0	At least 18,000 ha of Western Himalayan Conifer forests, 4,459 ha of sub-tropical evergreen thorny forests, 5,770 ha of Chir Pine forests and ~~18,898~~ 13,128 ha of riverine forests	Suggest shifting part of HCV forests targeted in riverine to Chir Pine landscapes in line with the swap of project landscapes in Punjab. The swap in landscapes is not allowed to lead to an overall reduction of the targeted area as intended by the Project.	Project reporting does not reflect proposed amendment to the targets in the PIR, though UNDP commentary in the narrative does.
14. Population trends of key indicator species of *Ovis vignei punjabensis*, *Axis porcinus*, *Pucrasia macrolopa*, *Platanista*	Riverine forests: *Axis porcinus* - 345 *Plantanista gangetica minor* - 1,650 Scrub forests:	Population of indicator species stable or increase over time	List of indicator species needs to be verified as it does not match between the wording of the indicator and its baseline.	Observations at MTR remain as reporting not consistent with baseline. No evidence of formal decision to change indicator species noted by TE consultant team.

gangetica minor stable or increasing	*Ovis vignei punjabensis* – 200 *Gazella gazella* - 25 Conifer forests: *Lophorus lophorus impejanus* – 375 *Semnopithecus entellus* – 150			Note: During the inception workshop participants felt that "plant species should also be included in the indicator particularly in enclosures established for natural regeneration"[24], but there is no evidence supporting any changes to this indicator based on the feedback received. Regarding the baseline, participants noted during the inception workshop that "*these figures of baseline are not reliable and are now owned by the respective provincial wildlife departments. The project needs to establish its own baseline for these wildlife species*"[25]. No evidence of modification or re-establishment of the baseline was found by the TE consultant team and the baseline figures per the original design continued to appear as late as the 2021 PIR.
~~15. Emissions of metric tCO2 avoided from conservation set-asides over a 30-year period~~	~~0~~	~~4,759,145 tCO2 eq~~	Propose to delete indicator as it is a subset of Indicator 2 and therefore fully redundant.	Amendment reflected in the 2021 PIR.
16. Extent of forest ecosystem covered under a model for Community Managed	0	At least 8,000 ha	No changes proposed.	No issues flagged.

[24] Inception Workshop Report, page 17.

[25] Inception Workshop Report, page 17.

Conservation in High Conservation Value Coniferous forests with potential for replication established				
17. Percentage of households reporting increased incomes in community managed conservation areas from forest and non-forest resources	Baseline incomes would be assessed once forest inventory and mapping completed and locations for community forest use identified	20% of which at least 30% of beneficiaries are women	No changes proposed, but retrospective baseline needs to be established immediately.	Baseline not established at TE.
~~18. Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use.~~	~~0~~	~~At least 100, of which at least 10% would be women~~	Suggest deleting the indicator, due to partial redundancy with Indicator 9. Technical capacities on conservation-based resource use to be captured by Capacity score card on community-based SFM and sustainable resource use proposed under Indicator 9, whereas community organizational skills will be accounted for by the newly proposed CBO maturity index Indicator.	In spite of redundancies and suggested deletion, Project continues to report against indicator.
Number of community members completed standardized training programme encompassing i) community organizational skills, ii) community-based SFM, iii) participatory monitoring, iv) biodiversity-friendly livelihood development, and v) sustainable management of locally	a. 0% of Executive Committee members of CBOs partnering with SFMP across 7 landscapes	30% of Executive Committee members of all CBOs partnering with SFMP across 7 landscapes	Current indicators on community capacity on SFM and conservation-based resource use are partially redundant, and consolidation is suggested. Instead of capturing participation in individual training courses which does not reflect holistic development of capacities, measuring successful completion of the proposed comprehensive community-based training module is proposed.	Project not reporting on proposed sub-indicators. The UNDP narrative in the 2021 PIR recognizes additional indicators through the following statement: "*The project considers these trainings as ongoing activity and will continue in future. The project however should focus on imparting trainings relevant to indicators, i.e., focusing on*
	b. 0% of *nigehbans* working in 7 landscapes	100% of *nigehbans* working in 7 landscapes		
	c. 0% of registered residents in communities across all of the 7 landscapes	10% of registered residents in communities across all of the 7 landscapes		

relevant natural resources				*'technical and community organizational skills for conservation based sustainable resource use for community and forest owners."*
~~19. Number of provincial forest staff trained in use of tools and techniques for improved protected area management and species conservation~~	~~0~~	~~60 forest and 30 wildlife staff of different levels trained in forest biodiversity conservation in two weeks to three months training courses~~	Propose deleting indicator as target of monitoring will be captured by the newly proposed SFM capacity score-card and thereby this indicator will become redundant.	Amendment reflected in the 2021 PIR but not new indicators replacing it.

Table 10: Review of the Strategic Results Framework - Outcome 3				
Outcome 3: Enhanced Carbon sequestration in and around HCVF in target forested landscapes				
Output			**MTR Comments (if any)**	**TE Comments (if any)**
Output 3.1: Restoration of degraded Temperate Conifer forests and Sub-tropical Broadleaved Evergreen Thorny forests with indigenous species, realizing carbon benefits			The MTR noted a duplication of strategy components across Outputs highlighted in Annex 12 of the final evaluation report.	No explicit strategy from the PMU or PMIUs or from the Project Board on how to streamline activities and address redundancies and overlap flagged during the MTR. Good traceability with the Project Document as activities adopted by the Project consistent with the vision of the design.
Output 3.2: Reforestation of degraded Riverine forests with indigenous species, realizing carbon benefits and biodiversity conservation				
Output 3.3: Best practice silvicultural approaches to forest restoration and reforestation documented, and capacities enhanced through training and local language guidelines				
Output 3.4: On-the-ground application of Nationally-tailored methodology for measuring carbon stocks (to be developed under a parallel REDD Readiness Preparation Project) applied, demonstrated and validated for target areas				
Indicator	**Baseline**	**End-of-Project target**	**MTR Comments**	**TE Comments**
20. Number of hectares of Sub-tropical Broadleaved Evergreen thorny forests, subtropical dry conifer, and Western Himalayan	0	a. 3,400 ha of Sub-tropical broadleaved evergreen thorny forests	Propose to i) split mixed indicator into sub-indicators and to ii) include sub-tropical dry conifer forests accounting for the replacement of project landscapes in Punjab.	Original targets still appear in the 2021 PIR and additional 5,663 ha of dry conifer forest does not, although there is reference to it in the narrative.
	0	b. 10,005 ha of Western Himalayan		

Temperate Coniferous forests rehabilitated		Temperate Coniferous forests	Reduction of total spatial target as proposed by the Project is not permissible without GEF approval and therefore target for Chir Pine forests is proposed to be defined as the area of reduction in riverine forests.	
	0	~~c.~~ 5,663 ha of subtropical dry conifer forests		
21. Number of hectares of riverine forest reforested with native species	0	7,436 ~~13,099~~ ha	Propose to reduce aerial target reflecting the replacement of riverine landscapes in Punjab for Chir Pine landscapes.	Original target of 13,099 ha still appears in the 2021 PIR although there is reference to 7,436 ha in the narrative.
~~22. Metric tons of CO2 eq sequestered through regeneration and reforestation over 30 years~~	~~0~~	~~5,148,943 metric tons CO2 eq~~	Propose to delete indicator as it is a subset of Indicator 2 and therefore fully redundant.	Amendment reflected in the 2021 PIR.
23. Number of best practice notes documenting forest restoration and reforestation and SFM	0	At least 5 best practice notes documents disseminated	No changes proposed.	No issues flagged.
~~24. Number of carbon stock assessments and coefficients for key forest types in Pakistan developed and monitored~~	~~0~~	~~One set of baseline assessment completed and monitoring~~	The indicator is redundant with Indicator 2, which requires that carbon stock assessments have been carried out based on valid coefficients.	Amendment reflected in the 2021 PIR.

Indicators

109. Table 11 below presents a critical analysis of the project's results framework, assessing how SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-bound) the indicators and end-of-project targets are. The analysis in this table addresses the indicators in the final results framework, as reported against in the 2021 PIR and included in the 2021 AWP.

Objective	Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services

✔ Meets criterion ✘ Does not meet criterion ? Ambiguity or clarification needed

Table 11: SMART Analysis of the Objective-Level Indicator

Description of Indicator	End-of-Project Target	SMART analysis				
		S	M	A	R	T
1. Number of forest landscape management plans integrating considerations of biodiversity, ecosystem services, climate mitigation and community resource use (integrating sustainable forest management principles)	7	✘	✔	✔	✔	✔
2. Total avoided and/or sequestrated carbon benefits over thirty-year period due to improved sustainable management of forests	9,908,090 tCO2eq	✔	✔	✔	✔	✔
3. Extent in hectares of forest area managed for multiple sustainable forest management and ecosystem benefits	67,861 ha	✘	✔	✔	✔	✔

110. Indicator 1 is defined as the number of forest landscape management plans integrating SFM principles. At project start no such plans were present and one plan for each of the seven project landscapes is targeted until the end of the Project. The Project's intervention logic however, and the accompanying assumptions and risks in the SRF in Section II (page 88) of the Project Document implies these forest landscape management plans will have been approved by the relevant government authorities. Therefore, the description of the indicator ought to have been more specific to capture the spirit of the Project's design.

111. Details on the calculation of climate benefits on pages 54-57 of the Project Document are sufficiently robust and provide the necessary technical guidance for replication during implementation. Moreover, the MTR verified and corroborated the baseline calculations using the USAID AFOLU Carbon Calculator. Section 2 (methodology) of the report by Dr. Anwar Ali "*Carbon Accounting of Activities of Sustainable Forest Management Project in Sindh, Punjab and Khyber Pakhtunkhwa*" references the baseline calculations as an input to the quantification of the benefits accrued from the

UNDP-GEF SFM project in terms of carbon sequestration and avoidance of carbon emissions due to its interventions. Therefore, the TE consultant team find this indicator sufficiently SMART.

112. Insufficient guidance with respect to Indicator 3 on the prioritization of forest areas to be managed based on the types of ecosystem benefits has resulted in the Project reporting to have developed 7 landscape management plans covering a total of 114,420 ha without a granular breakdown of the corresponding ecosystem benefits. Seeing the forest landscape management plans have not been approved and not all are being implemented, leads to further skepticism around the causal logic pertaining to the realization of this indicator.

Outcome 1	Embedded SFM into landscape-scale spatial planning

✔ Meets criterion ✘ Does not meet criterion ? Ambiguity or clarification needed

Table 12: SMART Analysis of Outcome 1 Indicators

Description of Indicator	End-of-Project Target	SMART analysis				
		S	M	A	R	T
4. Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management in Pakistan	One revised Forest Working Plan Code per Province formally approved by the concerned Provincial Forest Department, by the fourth year of the project	✔	✔	✔	✔	✔
5. Number of forest landscapes completed forest inventory and maps in support of sustainable forest management	7	✔	✔	✔	✔	✔
6. ~~Number of provincial/district level forest entities effectively applying consideration of the needs for biodiversity, climate mitigation, forest ecosystem services and community sustainable use~~	~~3~~	**No longer being reported**				
7. Number of forest monitoring protocols to assess effectiveness of adoption for SFM in forestlands	3 sets of monitoring protocols adopted by the respective provincial Forest Departments	✔	✔	✔	✔	✔
8. ~~Number of provincial and district staff trained in the use of ecosystem-based planning tools~~	~~30~~	**No longer being reported**				
9. ~~Number of forest community members and private forest owners undergone technical and skills training and development in sustainable forest management~~	~~At least 200 (of which at least 10% are women)~~	✔	✔	✔	✔	✔

10. Number of baseline assessment report on current unsustainable & sustainable resource use practices, state and/or condition of resources & baseline of key indicator species	At least seven baseline assessment reports completed, one for each forest landscape	✔	✔	✔	✔	✔
11. Number of forest resource use conflicts effectively resolved	At least 50% of identified and documented conflicts effectively resolved	✘[1]	✔	✔	✔	✔
12. Number of comprehensive recommendations for scaling-up and replication of sustainable forest management approaches emanating from the Project sites	One set each of best practices, successful models and composite recommendations developed by the Project implementing provincial governments and shared widely through case studies	✘[2]	✘[3]	✔	✔	✔
***NEW:** SFM capacity scorecard	Define target for the SFM Capacity scorecard, implying a substantial improvement in institutional capacity of Provincial Forest and Wildlife Departments on SFM	**Project not reporting on new indicator. TE consultant team notes that this would have been a solid addition to the Project's monitoring framework and sufficiently meets SMART criteria.**				

113. The following observations are made where an "x" has been noted in the SMART grid above and the corresponding number in "superscript" next to it. Additional general observations are also made below.

1: Insufficient guidance and clarity on what constitutes an effectively resolved conflict. Therefore, this is seen to be a poor indicator as results are prone to subjectivity.
2 & **3:** In light of knowledge management, replication and upscaling central to the Project design, the indicator could have been more specific on the target audience and recipients of these recommendations and quantified different stakeholder groups for measurement. The target itself references a hodgepodge of documentation, adoption, dissemination and government buy-in which undermines its specificity and ultimately its utility as a benchmark of success.

114. Additional observations as follows:

- Overall strong cohesiveness of chosen indicators contributing sufficient spatial planning as noted in the Outcome statement;
- Amended indicators adopted by the Project have improved the gaps noted during the MTR pertaining to specificity and are now sufficiently SMART;
- An indicator proposed by the MTR to be deleted from the SRF, pertaining to the number of forest community members and private forest owners undergone technical and skills training continues to be reported on;
- The new proposed indicator regarding use of a SFM capacity scorecard has not been adopted.

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

✔ Meets criterion ✘ Does not meet criterion ? Ambiguity or clarification needed

Table 13: SMART Analysis of Outcome 2 Indicators							
Description of Indicator	**End-of-Project Target**	**SMART analysis**				
		S	**M**	**A**	**R**	**T**
13. Hectares of high biodiversity conservation value forests identified, designated and effectively managed for biodiversity and climate change mitigation	At least 18,000 ha of Western Himalayan Conifer forests, 4,459 ha of sub-tropical evergreen thorny forests, 5,770 ha of Chir Pine forests and 13,128 ha of riverine forests	✔	✔	✘[1]	✔	✔
14. Population trends of key indicator species of *Ovis vignei punjabensis*, *Axis porcinus*, *Pucrasia macrolopa*, *Platanista gangetica minor* stable or increasing	Population of indicator species stable or increase over time	?[2]	✔	✔	✔	✔
15. ~~Emissions of metric tCO2 avoided from conservation set-asides over a 30-year period~~	~~4,759,145 tCO2 eq~~	**No longer being reported**				
16. Extent of forest ecosystem covered under a model for Community Managed Conservation in High Conservation Value Coniferous forests with potential for replication established	At least 8,000 ha	✔	✔	✔	✔	✔
17. Percentage of households reporting increased incomes in community managed conservation areas from forest and non-forest resources	20% of which at least 30% of beneficiaries are women	✘[3]	✘[4]	✔	✔	✔
18. Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use	At least 100, of which at least 10% would be women	✔	✔	✔	✔	✔
***NEW:** Number of community members completed standardized training programme encompassing i) community organizational skills, ii) community-based SFM, iii) participatory monitoring, iv) biodiversity-friendly livelihood development, and v) sustainable management of	30% of Executive Committee members of all CBOs partnering with SFMP across 7 landscapes	**Project not reporting on new proposed indicator(s) following the MTR in spite of recommendations being adopted in full by the Project Board and the Management Response indicating the Project would "increase SMART-ness of the Project's strategic results framework by establishing missing baselines,**				
	100% of *nigehbans* working in 7 landscapes					
	10% of registered residents in communities across all of the 7 landscapes					

locally relevant natural resources		**simplifying the indicator structure and removing gaps in targeted results not captured by indicators", based on the proposed amendments to the SRF.**

115. The following observations are made where an "x" or "**?**" have been noted in the SMART grid above and the corresponding number in "superscript" next to it. Additional general observations are also made below.

1: The indicator aims to capture the area of High Conservation Value forests effectively managed for biodiversity conservation and defines targets in terms of different forest types. Given that the Project has replaced riverine for Chir Pine forest landscapes in Punjab, even a modified target of 13,128 ha of riverine forest is overly ambitious and unrealistic;
2: List of indicator species being monitored not aligned with the baseline and therefore specificity is questionable;
3 & 4: While the Project has conducted studies and collected information related to the benefits accrued from community and livelihood activities, these cannot be compared to any baseline since it was not established. Therefore, both the specificity and measurability of the indicator was compromised.

116. Additional observations as follows:

- Indicators framed in a manner which sufficiently contribute to strengthened biodiversity conservation in and around HCV forests per the Outcome statement;
- Project has continued to report against indicator 18 in spite of recommendations for its removal at MTR;
- New indicator proposed but not taken on by the Project would have added value given it would have shifted focus from individual training to a more holistic community-based approach.

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

✔ Meets criterion ✘ Does not meet criterion ? Ambiguity or clarification needed

Table 14: SMART Analysis of Outcome 3 Indicators

Description of Indicator	End-of-Project Target	SMART analysis				
		S	M	A	R	T
19. Number of hectares of Sub-tropical Broadleaved Evergreen thorny forests, subtropical dry conifer, and Western Himalayan Temperate Coniferous forests rehabilitated	3,400 ha of Sub-tropical broadleaved evergreen thorny forests 10,005 ha of Western Himalayan Temperate Coniferous forests 5,663 ha of subtropical dry conifer forests	✔	✔	✔	✔	✔
20. Number of hectares of riverine forest reforested with native species	7,436 ha	✔	✔	✔	✔	✔
21. ~~Metric tons of CO2 eq sequestered through regeneration and~~	~~5,148,943 metric tons CO2 eq~~	**No longer being reported**				

~~reforestation over 30 years~~						
22. Number of best practice notes documenting forest restoration and reforestation and SFM	At least 5 best practice notes documents disseminated	✔	✔	✔	✔	✔
23. ~~Number of carbon stock assessments and coefficients for key forest types in Pakistan developed and monitored~~	~~One set of baseline assessment completed and monitoring~~	**No longer being reported**				

117. The TE consultant team finds that adjusted targets following the MTR have improved the overall "SMART-ness" of the indicators under Outcome 3. The TE consultant team does find it somewhat odd that an Outcome focused on CO2 sequestration does not have corresponding explicit carbon indicators which have been removed following the MTR. However, it understands the logic that these have been prioritized at the objective level, although some traceability would have been useful. Also, in light of the aim of the Project and Outcome 3.4 specifically, to demonstrate a nationally-tailored methodology for measuring carbon stocks under REDD+, the TE consultant team believes there ought to have been an indicator on wide approval of a methodology as an input to REDD+ readiness activities happen in parallel.

Risks and Assumptions

Risks

118. Risks and mitigations measures were identified during the formulation phase of the Project and presented in the Project Document (pages 51-52). In total the Project identified 9 project risks and associated mitigations at the outset, later updated to 10 during implementation. Table 15 provides a post-assessment by the TE consultant team of this risk analysis at project closure.

Table 15: Assessment of the Risk Analysis in the Project Document			
Risk Description	**Overall Risk Rating**	**Documented Mitigation**	**TE Comments**
1. Enabling legal and institutional framework is not modified / adopted or adoption is not timely.	Medium	The Project is led by the government agencies responsible for setting up environmental policies in Pakistan; the local provincial ownership of the Project is high. The Government of Pakistan has initiated some reform of its forestry policies. Inevitably, the fundamental changes to the roles of the federal and provincial authority under a reformed forest management system will be difficult unless there is clear political understanding of the need for	*The TE consultant team notes this risk last updated in Atlas in parallel to the 2021 PIR.* While, well-founded the TE finds the overall description of the risk to be poor as it is unclear what the actual impact is to implementation and how the Project can reasonably respond. Given UNDP's oversight role and country ownership by the MoCC as IP, the mitigation of

Table 15: Assessment of the Risk Analysis in the Project Document			
Risk Description	**Overall Risk Rating**	**Documented Mitigation**	**TE Comments**
		these changes, and a full commitment to making this. This will be further strengthened in making the economic case for SFM and biodiversity conservation and showcasing its value in landscapes in the country. In order to further mitigate this risk, UNDP will maintain a watching brief over commitment and work with national and provincial regional authorities to expedite and engineer such change.	engineering ownership is out of place.
2. Security situation may delay project implementation	Medium	Insecure areas will be avoided for the selection of target areas. By adopting a participatory approach and involving all local stakeholders, risks related to social instability are reduced. Continual engagement with local political structures will enhance legitimacy and community ownership. In addition, the Project's reliance on local institutions, who are well-respected and familiar to local communities to implement field level activities and the fact that field level implementation will be coordinated by the provincial authorities ensures that much of project implementation can happen under moderate security threats.	*The TE consultant team notes this risk was last updated in Atlas in parallel to the 2021 PIR.* This is a well-founded risk but seems to have been mitigated well. The TE consultant team noted that UNDP took appropriate security measures and mitigations during the field visit. There is evidence of the Project working through existing community and provincial structures.
3. Resistance of local communities to change from traditional forestry practices / agree on resource access and benefit sharing	Medium	Target areas will be selected where communities already show high interest and potential for SFM approaches. Project will be implemented with full community participation and agreement in spatial, management and business planning. Win:Win activities will be supported. Community based monitoring of adherence to management plans and regulations with	*The TE consultant team notes this risk was last updated in Atlas in parallel to the 2021 PIR.* The TE deems that this risk and rating were realistic. Key mitigation measures adopted were to invest heavily in training and prioritize livelihood activities. Without sustainability and further

Table 15: Assessment of the Risk Analysis in the Project Document			
Risk Description	**Overall Risk Rating**	**Documented Mitigation**	**TE Comments**
		reduce infractions.	investment of livelihood measures however, which in principal ought to be mutually reinforcing, this could continue to be a risk and could dampen community engagement in subsequent initiatives. The TE has also heard multiple respondents' concerns that some communities will continue to be deeply suspicious of government investments in SFM irrespective of the benefits.
4. Disasters (including those linked to climate change)	Medium	The Project is designed to increase resilience of forests to disasters. Risk of flooding can be reduced by improved forest management (e.g., no clear-felling), including reforestation. Large scale SFM upstream will mitigate flooding risks downstream. Riverine forests are prone to the risks of flooding. Most of the riverine forest species are however adapted to moderate flooding.	*The TE consultant team notes this risk was last updated in Atlas in parallel to the 2021 PIR.* It is unclear what the impact of the risk is to the work and results of the Project and therefore, it is poorly worded from the TE consultant team's vantage point. The mitigations have not happened on a scale sufficient enough to address the core concerns and the Project has not honed-in sufficiently on ecosystem benefits to make this a viable mitigation. Activities are of demonstrative value at best and not at scale to address this risk.
5. Competing priorities at national and provincial levels may reduce political and financial support for SFM.	Low to Medium	Awareness and technical capacity relating to climate change mitigation is relatively low within government. However, several on-going initiatives are focused on increasing institutional capacity and awareness of climate change, for example, the REDD-RPP is developing a solid baseline at national level. The Project will demonstrate	*The TE consultant team notes this risk was last updated in Atlas in parallel to the 2021 PIR.* This is a well-founded and well formulated risk. The Project's demonstrative approach to showcase the value-add of SFM, some of which were grounded in historical management

Table 15: Assessment of the Risk Analysis in the Project Document			
Risk Description	**Overall Risk Rating**	**Documented Mitigation**	**TE Comments**
		and generate evidence of the economic, social and ecological success of landscape level SFM. This is critical to deepen the investment case for SFM and secure SFM funding over the long-term. In addition, the Project's activities will include focus on establishing data, information and policy briefs to inform the GOPs response to climate change, particularly with respect to the monitoring and reporting of GHG emissions	practices, have paid dividends in replication and upscaling, especially through the TBTT-P. The risk of changes in national and provincial priorities is justified given changes in approach, policies and strategies hastened following national election cycles.
6. Elite capture power at local levels so that the marginalized will have authority to planning groups lesser wield and generating benefits	Medium	Develop transparent and inclusive arrangements for power sharing with local bodies responsible for sustainable forest management. This would facilitate the participation of traditionally marginalized groups (landless, women, youth and school children). CBOs will be strengthened and forest governance mechanisms will be improved, creating incentives for heads of CBOs to be more responsive to the concerns of their members and local government authorities.	*The TE consultant team notes this risk last updated in Atlas in parallel to the 2021 PIR.* The TE notes that there has been an underemphasis on developing inclusive arrangements and leveraging the governance mechanisms in the Project Document, including Provincial Project Management Committees. There has been minimal engagement with CBOs other than those explicitly carrying out activities and the community Nigahban approach was not nurtured uniformly, as validated by the field mission to KP. There is an expectation that this risk will continue, although demarcation efforts have proved to be a key undertaking to minimize elite capture and encroachment on forest land.
7. Pakistan's national MRV methodology will not be completed during the	Moderately Likely / Medium	Field sampling methodology will be based on procedures detailed by the Pakistan	*The TE consultant team notes this risk was last*

Table 15: Assessment of the Risk Analysis in the Project Document			
Risk Description	**Overall Risk Rating**	**Documented Mitigation**	**TE Comments**
implementation period, and the contribution of project data to national-level analyses will be limited		Forestry Research Institute. Therefore, data collected through project activities will be compatible with any national inventories being undertaken. In addition, use of the web-based tools provided by the Carbon Benefits Project will allow the project to adopt MRV methodology that is aligned with REDD+ requirements.	*updated in Atlas in parallel to the 2021 PIR.* This risk is well-founded as there is a recognition that Pakistan is a "data-deficient country" in terms of measurement, reporting and verification. The Project's value added and key mitigation was to create a solid baseline and robust monitoring protocols, which are still pending approval by the respective competent provincial authorities. No evidence of use of web-based tools provided by the Carbon Benefits Project has been observed as part of the TE.
8. The consistent decline in the carbon market will persist and local livelihoods will not be supported through the sale of carbon credits.	Medium to High	The benefits to be gained through project activities are not confined to carbon sequestered/loss prevented. As per REDD+ requirements, a community-based management approach to natural resource management planning will be undertaken to ensure that project activities directly address community desires and needs in an integrated approach. Project activities will be designed to enhance livelihoods and reduce the dependence of local communities on natural resources, allowing for their use to be sustainable.	*The TE consultant team notes this risk was last updated in Atlas in parallel to the 2021 PIR.* The TE consultant team does not concur with the risk rating. At the core of this risk description and mitigation measures is a carbon maturity level which has not taken root. The Project has not implemented carbon credits and PES schemes as envisioned in the Project's design.
9. Limited availability of local technical expertise	Medium	An experienced project coordinator will be selected to ensure that government staff are motivated and have adequate access to technical support and training. In addition, national capacity will be strengthened through close engagement with UNDP – an	*The TE consultant team notes this risk was last updated in Atlas in parallel to the 2021 PIR.* The TE has observed high levels of technical capacity in general. The Project's approach to training has

Table 15: Assessment of the Risk Analysis in the Project Document			
Risk Description	**Overall Risk Rating**	**Documented Mitigation**	**TE Comments**
		agency with a strong emphasis on appointment of national staff and a focus on establishing collaborative relationships with government staff. Consequently, the project's activities will include a focus on building on existing capacity and providing a means of introduction to experienced or skilled individuals.	enhanced the pool of expertise within the country, but perhaps not at the right level and to those who are most likely to make use of it.

119. In addition to the list of 9 risks above, the Project also identified additional risks under the Objective and the 3 Outcomes and documented in the "Strategic Results Framework"; several unique to the SRF but most were carried over from the risk assessment. For each of these risks, assumptions were also made. This additional list of risks include:

Risks under the Objective:

- Failure to generate adequate revenues from SFM might change government priorities;
- Failure to effectively engage local stakeholders (herders, land owners, forest dependents and other stakeholders) leads to conflict;
- Reduced revenues from reduced timber exploitation and meeting demands of communities for timber and fuelwood might shift government priorities away from sustainable use and conservation;
- Management of forests for multiple benefits might impinge on user rights and misunderstandings that needs to be managed.

Risks under Outcome 1:

- Inability to assess economic benefits of ecosystem services and derive direct measurable benefits to local economy may result in reluctance to move away from forestry related economic activities;
- Rapid turnover of staff can undermine capacity improvements for inventory and mapping skills (**unique to SRF**);
- Longer gestation period to see visible benefits may hamper efforts at selling SFM principles to policy makers (**unique to SRF**);
- Staff turnover may constraint improvement in capacity development and retention (**unique to SRF**);
- Failure of Provincial and district forest staff to effectively engage local stakeholders in forest management decision-making;
- Lack of political will, objectivity and weak governance may impede success in certain types of conflicts e.g., retrieval of encroached forest lands and of non-compliant agro-forestry leased lands (**unique to SRF**);
- GoP and provincial governments would be less conducive to make changes from existing narrowly focused forest production priorities (**unique to SRF**).

Risks under Outcome 2:

- Government priorities may change from forest protection to industrial use;
- Lack of capacity and skills for carbon assessments;

- Level on incentives generated through SFM practice might be insufficient to ensure adequate commitment to SFM;
- Climate change impacts may increase to the extent that even if the Project implements activities to improve pasture lands may not be enough to make a difference;
- Engaging local stakeholders more robustly contains some risk in Pakistan, where centralized approaches are still the norm (**unique to SRF**);
- Elite capture at local level would prevent marginalized groups and forest dependents from generating benefits of the Project;
- Owners and big rights holders may not agree to joint trainings with the members of the community organizations for maintaining the status quo (**unique to SRF**);
- Middle level and senior staff may be shy to attend the formal training courses (**unique to SRF**);
- The trainee staff may not be released for attending the courses due to short term priorities (**unique to SRF**).

Risks under Outcome 3:

- Climate change impacts may increase to the extent that even if the Project implements activities to improve condition in forest lands it may not be enough to make a difference;
- Lack of capacity and skills for assessments of carbon;
- Delay in developing national methodological framework for carbon stock monitoring.

120. Regarding this rather long list of risks identified in the Strategic Results Framework, there are mostly specific operational risks, which were identified against a set of specific activities to achieve the expected outputs. These specific operational risks and assumptions are valid when reviewing the Project strategy. However, beside the description of these risks presented in the SRF, the TE consultant team did not find any follow up to these risks during the implementation. Only one of the unique risks noted in the SRF had a corresponding mitigation. The monitoring of risks focused mostly on the initial 9 presented in the table above. The TE consultant team believes there is a disconnect in the Project's risk management and mitigation approach, with the PIRs noting that risks are managed by the UNDP Pakistan Country Office in consultation with the RTA, whereas many of the risks in both the Project Document and SRF are operational in nature, and ought to be part and parcel of seasoned management as part of implementation.

"IN TERMS OF PROJECT RISK MANAGEMENT – CO PROGRAMME OFFICER HAS UPDATED ALL 10 PROJECT RISKS IN THE ATLAS RISK REGISTER (1 SUBSTANTIAL, 5 MODERATE AND 4 LOW RISKS). RISKS TREATMENT ACTIVITIES HAVE ALSO BEEN UPDATED. COVID 19 HAS BEEN INCLUDED AS A NEW RISK. THE RISK RELATED TO FINANCIAL MANAGEMENT FOLLOWING THE HACT AUDIT FINDING AND NOTED IN THE 2020 PIR WAS NOT UPDATED/REPORTED IN THE CURRENT YEAR'S REPORTING"

- 2021 PIR

121. Perhaps the most well-articulated risks were those flagged in the Project's Social and Environmental Screening (pp. 263-266 of the Project Document). These show a considerable effort made to quantify both likelihood and impact for each of the 8 risks identified. There is also evidence of thought that has gone into the corresponding mitigations with foresight of some of the challenges the Project might face at the community level, on gender empowerment issues and on the need to reduce vulnerability of those living in poverty, including:

- Provincial public departments like Forest and Wildlife departments, as well as NGOs should be the members of Provincial Management Committee and will be involved in joint planning of project

interventions;

- A needs assessment for capacity building of officials of government and NGOs will be conducted prior to development of training modules;
- Local CBOs would be involved in the preparation and implementation of sustainable forest management plans to have their ownership and cooperation for the implemented activities. Agreements/ MOUs/ Terms of Partnership would be signed with the CBOs and alternative livelihood activities (NTFP, community-based ecotourism) would be implemented with them. Restrictions to natural resources would be decided through a participatory and consultative process involving relevant CBOs, Forest and other relevant provincial and local level departments.
- Local NGOs selected for the Project will ensure participation of vulnerable groups including women, elderly, disabled persons, minorities, poorest of the poor, and landless people as members of the CBOs. Wherever required separate CBOs of women would be constituted;
- Fire hazards are common in the selected landscapes. The Project is designed to increase resilience of forests to disasters and reduce fire hazards. Measures to control fire to reduce impacts of disasters due to climate change would be considered while formulating Sustainable forest management plans. Risk of flooding can be reduced by improved forest management (e.g. no clear-felling) including reforestation;
- Reforestation would be implemented in such a manner that either minimum soil disturbance takes place or soil is managed in such a way that it has very small catchment areas for harvesting rainwater and supporting plantation. The indigenous forest species most suitable for the area would be selected for reforestation and biodiversity conservation would also be considered while selecting such species.

122. The COVID-19 pandemic was understandably not foreseen. Capturing force majeure risks would have been prudent, including possible delays or disruptions associated with the seasonality of activities or disaster hazards unique to the landscapes.

Assumptions

123. The section of the Project Document "Assumptions and Risks" (page 51-52) only identifies risks and corresponding mitigations in a table. Presumably, it was believed both terms could be used interchangeably which is not the case, and while a characteristic of both is a level of uncertainty, assumptions are central to a project's design and a central hypothesis of the necessary condition(s) that will enable the successful completion of the activity or goal. While ongoing risk management provides the Project Manager with tools and techniques to help control the unknowns in a project, certain items must be treated as absolutes to enable planning, or, "factors that, for planning purposes are considered to be true, real, or certain without proof or demonstration".[26]

124. Along with risks, the SRF in the Project Document (Section II, page 113) also included assumptions for the project objective and for the three outcomes. Table 16 provides observations from the TE consultant team regarding these assumptions.

Table 16: Assessment of the SRF Assumptions in the Project Document

Assumption	TE Comments
Project Objective: 1. The GoP and Provincial Governments actively	• The assumptions at the objective-level were for the most part well-articulated and well-founded,

[26] Project Management Institute (PMI). (2008). A guide to the project management body of knowledge (PMBOK® Guide)—Fourth edition. Newtown Square, PA

Table 16: Assessment of the SRF Assumptions in the Project Document	
Assumption	**TE Comments**
promoting and supporting sustainable forest management principles, planning and practices; 2. The GoP and Provincial Governments maintains suitable policies and legal frameworks to ensure land use changes do not undermine forest conservation; 3. The GoP and Provincial Governments remain committed to sustainable management of forests and land, as well as set-aside of areas conservation; 4. Federal and Provincial institutions develop capacity and skills for monitoring and assessing carbon benefits; 5. The effects of climate change on forests is unlikely to be significant to undermine forest rehabilitation; 6. The Federal and provincial Governments are committed to management of the forest for multiple benefits and not just timber production.	especially those articulating a need for government commitment and the maintenance of a supportive policy environment and legal frameworks such that they do not undermine forest conservation; • Several assumptions, such as the effects of climate change, are vague lacking details and explanations to connect with the interventions. The assumption on the GoP and Provincial Government promoting sustainable forest management and commitment to managing forests for multiple benefits as opposed to timber production are generic without any central hypothesis or action-oriented statement.
Outcome 1: 1. Federal and Provincial Governments' commitment to sustainable forest management and shift from wood production to ecosystem benefits and biodiversity conservation; 2. Provincial governments and Forest communities and private forest owners remain committed to integrated forest planning and management; 3. Provincial forest entities other implementing entities have adequate staffing, capacity and counterpart funding for forest inventory and mapping; 4. Provincial and District governments and Private Forest Owners and forest communities remain committed to integrated forest planning and management; 5. Provincial and district forest agencies and other implementing entities have adequate staffing, capacity and counterpart funding for forest management; 6. Stakeholders are willing to participate in conservation and protection; 7. Incentives are adequate and targeted to correct recipients, and benefits are equitable and fair; 8. Monitoring protocols would be easy to measure, be low cost and do not need highly developed skills; 9. Implementing entities have established monitoring system and capacity to monitor threats and impacts of conservation actions; 10. Staff are provided adequate incentives for training and capacity development for SFM; 11. Training designed for practical and on-the-job application; 12. Forest dependent stakeholders willingness to engage in management of forest resources; 13. Provincial and district forest staff committed to	• Assumptions associated with government or political commitment, as well as stakeholders' willingness to participate in interventions are overly generic and lack any specificity of a central hypothesis in terms of how the Project should adjust to ultimately be successful. For example the words "commitment" and "participation" appear 8 times across the assumptions under this Outcome; • There is quite a bit of duplication among the list of assumptions across the corresponding indicators in the SRF, further reinforcing insufficient thought of a bespoke strategy for the indicators nested under each Outcome; • While also generic the assumption highlighting "Provincial forest entities and other implementing entities have adequate staffing, capacity and counterpart funding for forest inventory and mapping", is actually spot on, foreshadowing some of the challenges observed by the TE consultant team, especially in the context of sustainability; • The assumption related to accessibility and cost-effectiveness of monitoring protocols is found to be quite sharp in the context of Pakistan being a data deficient country from the perspective of SFM and climate change. The TE consultant notes that costs for embedding SFM into landscape-scale planning and management, which includes monitoring, was more expensive in practice than the budget earmarked in the Project Document, and therefore, this assumption did not hold true. Operationalizing the monitoring going forward will need to be

Table 16: Assessment of the SRF Assumptions in the Project Document	
Assumption	**TE Comments**
community forest management and resource use; 14. Training design simple and easy to apply in the field; 15. Capacity and skills for development of such technical reports are available in the country; 16. Political will, and negotiation and mediation skills as well as processes will be used to resolve the conflicts; 17. Federal and provincial agencies willing and committed to sustainable forest management.	embedded in existing provincial government processes; • The assumption on putting in place targeted and adequate incentives is valid, given that community participation and engagement has waned at the time of the field mission in the absence of sustained investment.
Outcome 2 1. Provincial governments willingness to provide staff and resource mobilization for meeting biodiversity conservation outcomes in areas already assigned for this purpose; 2. Additional areas set-aside for conservation are based on clearly defined criteria for biodiversity conservation; 3. Adequate resources and training provided to staff and researchers to conduct inventory and monitoring; 4. Provincial governments willingness to set-aside areas for conservation from current production; 5. Provincial government commitment and resources available for carbon monitoring; 6. Local community members and private forest owners are willing and cooperate in implementation of SFM practices; 7. The staff at different levels and the provincial government including forest departments and wildlife departments will be interested in such training courses and allow the trainee staff to attend these; 8. There is capacity in the country to conduct such courses effectively.	• Again, the TE finds the majority of assumptions are duplication pertaining to commitment and willingness of stakeholders to participate and not explicit to the indicator; • This assumption of "Provincial governments willingness to set-aside areas for conservation from current production" was well articulated and justified given the barriers to be lifted by the Project and thorny issues regarding land tenure characteristic to Pakistan, underpinning the need for demarcation work; • The assumption of "Provincial government commitment and resources available for carbon monitoring" is poor and does not make sense given carbon monitoring is a main thrust of the intervention and resources were afforded through GEF funding and a tacit commitment to the scope via the Project's approval by the GoP; • The assumption of "staff at different levels and the provincial government including forest departments and wildlife departments will be interested in such training courses and allow the trainee staff to attend these" is rather simplistic and should have articulated the need for a needs assessment to increase likelihood of uptake; • Given the paradigm shift needed for both forestry and wildlife to work together in an integrated manner at the landscape level, it is surprising that the indicator of "Population trends of key indicator species of *Ovis vignei punjabensis*, *Axis porcinus, Pucrasia macrolop*, *Platanista gangetica minor* stable or increasing" did not have an accompanying assumption related to closer collaboration and cooperation; • Among the assumptions under Outcome 2, there are two that were not adequately weighted, and relate to the response capacity of key stakeholders. On the one hand, the scarce social structure of the participating communities, which is expressed in low associativity, lack of relationships of trust, and lack of specific experience in the implementation of projects and

Table 16: Assessment of the SRF Assumptions in the Project Document	
Assumption	**TE Comments**
	initiatives. This assumption alone should have triggered a more balanced intervention from the beginning, in order to build the capacity of response of these communities. Given the Project's contribution to gender mainstreaming, there was a surprising lack of assumptions related to women's engagement, particularly that the Project would not potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services.
Outcome 3 1. Areas selected for natural regeneration are based on potential for assisted natural regeneration, reforestation, rehabilitation, conservation including availability of seeding stocks, land suitability water availability and other biotic, edaphic and socio-economic factors; 2. Areas selected have potential for assisted natural regeneration, are regularly flooded by the mighty Indus River, and fulfil other conditions including availability of seed stocks, receptive land and other biotic and edaphic factors are conducive; 3. Criteria for selection of degraded lands assisted natural regeneration has adequate soil and biological conditions conducive for forest regeneration and reforestation; 4. The Project management, in particular its self-monitoring system will be able to identify, document and disseminate the best practices; 5. Mid Term Review and Terminal Evaluation of the Project will also contribute to identifying the best practices; 6. Federal and provincial government commitment to carbon inventory and monitoring and available financing and staffing; 7. National methodology for measuring carbon stocks and fluxes developed under UN-REDD+ readiness program.	• The assumption related to "areas selected for natural regeneration", though justified, this assumption is a moot point given that the sites were purposely selected for their sequestration potential; • The assumption of passing ownership of best practices related to carbon sequestration to the evaluation "Mid Term Review and Terminal Evaluation of the Project will also contribute to identifying the best practices", is rather simplistic and does not reflect the subject-matter expertise related to the domain; • Again, the assumptions of "commitment" or "willingness to participate" is misplaced and overly generic given the GoP signed and endorsed the Project's scope.

Lessons from other relevant projects (e.g. same focal area) incorporated into project design

125. The Project design builds largely upon past SFM investments and extensive experience gained from the donor funded projects with focus on social forestry and implemented by the NGOs during 1990s. It also capitalizes and builds on the lessons learned during the implementation of a number of projects aimed at strengthening environment and forest management (see Table 3 in the ProDoc listing past investments), which were financed by the federal and provincial governments. These were basically watershed management and reforestation programmes implemented over the last 20 years.

In addition, Project design also benefited from the results and lessons learnt from the earlier GEF supported projects implemented under the biodiversity, land degradation, and climate change focal areas by the NGOs (e.g., IUCN and WWF) and the provincial governments. Some of these projects are briefly high-lighted below:

- GEF-UNDP-GoP funded *"Mountain Areas Conservancy Project (MACP)"* was the first full-scale biodiversity focal area project working at the conservancy (landscape) level, which helped in restoring wildlife populations of rare and threatened species and their habitat by involving local communities in landscape level resource appraisals, planning and management, and providing then economic incentives from the sustainable use of natural resources i.e., community-based trophy hunting of mountain ungulate species. This aspect was well covered in the project design;

- GEF-UNDP-Dutch Embassy-WWF International supported "Pakistan Wetland Programme" implemented in different landscapes of the country, wherein participatory wetland management plans were developed and implemented, stakeholders' capacities enhanced and public awareness was raised through campaigns in print and electronic media. The Project design did reflect this approach by including specific outputs on capacity building and awareness raising;

- GEF-UNDP funded *"Mountains and Markets: Biodiversity and Business in Northern Pakistan"* was implemented in the temperate forests landscape of KP and Gilgit-Baltistan, which promoted sustainable use of NTFPs and economic plants through development of ecosystem-based enterprises and establishing Community Biodiversity Enterprises (CBEs) and creating their alliances. Several project activities focusing on sustainable use and marketing of NTFPs were guided with this approach and built on the lessons learned from execution of this project.

126. REDD+ Readiness Preparation Project (R-PP) project funded under World Bank-FCPF provided a strong baseline for shaping an institutional and regulatory environment for promoting SFM in the country, especially for carbon credit generation. The assessments carried out and data gathered during the first of this project helped in including informed targets for carbon stalk assessments and indicators under the GEF supported SFM Project, as well as issues pertaining to biodiversity conservation and provision of ecosystem services.

127. Most of the projects implemented in the past didn't focus effectively on SFM, as the efforts were directed at planting blank areas rather than on the more cost-effective and viable approaches like restoration and reforestation of degraded areas through assisted regeneration and vigorous protection of regenerated areas through establishment of enclosures and mobilization of community guards (Nigahbans). However, the focus was largely on species protection rather than conservation measures to mainstream biodiversity conservation into SFM through effective habitat conservation and restoration. Most of the reforestation programmes launched under the provincial ADPs focused mainly on increasing tree cover through raising monoculture plantations, without considering biodiversity conservation, as required under the landscape approach and SFM strategy.

Planned stakeholder participation

128. Project design followed a participatory approach and was careful to incorporate the key institutional stakeholders and potential beneficiaries throughout the consultation process. During the PPG, a thorough local level socio-economic assessment and consultation was conducted to obtain the consent of the local communities to participate in the demonstration within each landscape. Full environmental and Social Screening was also conducted during the project preparation phase.

129. The Project Document listed the 'Preliminary list of key stakeholders of the Project for government, NGOs and communities' for each of the identified stakeholders in Table 4 (pp. 26-27), which was further augmented in each of the landscape reports. Table 4 was augmented from a preliminary stakeholder consultation that was carried out for the elaboration of the concept and during the PPG phase, detailed stakeholder consultations were organised at national, provincial and local (landscape) level. The Project Document notes the consultative approach was based on the principles of fairness and transparency in the selection of stakeholders, ensuring consultation, engagement and empowerment of relevant stakeholders comprehensively for better coordination between them from planning to monitoring and assessment of project interventions; access of information and results to relevant persons; accountability of stakeholders; implementing grievances redress mechanism and ensuring sustainability of project interventions after its completion.

"LOCAL COMMUNITIES OR INDIVIDUALS HAVE NOT RAISED ANY CONCERN REGARDING HUMAN RIGHTS ISSUES RELATING TO THE PROPOSED PROJECT DURING THE STAKEHOLDER ENGAGEMENT PROCESS. THERE IS ALSO NO RISK THAT THE PROJECT WOULD EXACERBATE CONFLICTS AMONG AND/OR THE RISK OF VIOLENCE TO PROJECT-AFFECTED COMMUNITIES AND INDIVIDUALS"

"WOMEN'S GROUPS/LEADERS HAVE NOT RAISED ANY GENDER EQUALITY CONCERNS REGARDING THE PROJECT DURING THE STAKEHOLDER ENGAGEMENT PROCESS"

- PROJECT DOCUMENT, PP. 66 & 67

130. The Stakeholder Involvement Plan (Part VII) of the Project Document notes that stakeholders at national, provincial, district and local levels will including relevant federal ministries like Ministry of Climate Change, Planning Commission and Economic Affairs Division; provincial Planning and Development, Forest and Wild Life departments; local communities (livestock herders, forest communities and nomad pastoralists), Forest research institutions, NGOs, Community Based Organizations (CBOs), private sector and the donor community will be engaged in project implementation.

131. The stakeholder involvement plan further elaborated the role and responsibilities of the key stakeholders and their potential role in the Project and described mechanisms and strategies for ensuring key stakeholders' involvement throughout the project execution stages. Most of these stakeholders were consulted during the TE field missions and the processes, and their feedback was sought on the project implementation and its achievements, particularly with regard to sustainability and effectiveness of the Project interventions. Some of these partners were associated with the Project from the earliest stages development i.e., IUCN-Pakistan.

132. The Project's Stakeholder Involvement Plan was also detailed and explicit on the vision for how the Project was designed to foster ownership and participation among a wider audience than those noted in the Project Document, as well as securing the buy-in of key partners deemed essential to making the Project a success. The following mechanisms during implementation were to be pursued:

- MoCC will be instrumental in establishing coordinative and collaborative links with federal and provincial forest and **wildlife departments** and other stakeholders;
- Provincial Forest Departments will coordinate with provincial level stakeholders, may hire the services of local NGOs/Rural Support Programs in consultation with PMU, coordinate with local level NGOs and Community based organizations;
- The MoCC will also leverage negotiations and consultations undertaken in the development of the REDD+ initiatives, including REDD+ Roadmap and REDD+ Preparation Project to determine

suitable stakeholders to be engaged;
- The inception workshop to be organized within the first 60 days of implementation was to be the first step in the process to build a partnership with the range of project stakeholders and ensure that they have ownership of the Project;
- Following the inception workshop, a participatory strategy would be developed and implemented to ensure effective participation of stakeholders, including local communities and their involvement in design and implementation of project activities.

133. The TE consultant team assessed the role only of those stakeholders which played any role or benefited from the Project interventions. Table 19 in this TE report provides an assessment of the actual stakeholders' involvement and the roles they have played during implementation of the Project.

Linkages between project and other interventions within the sector

134. As per the Project Document, the UNDP-GEF SFM Project was designed to learn from, to dovetail off, and link up with the following initiatives:

GEF-5:

- UNDP-GEF "Sustainable Land Management Program to Combat Desertification in Pakistan (Phase-II)". Status: Closed.
- UNDP-GEF "Generating Global Environmental benefits from the improved decision making and local planning in Pakistan."
- UNDP-GEF "Sixth Operational Phase of the GEF Small Grant Programme in Pakistan"

GEF-6:

- UNDP-GEF "Pakistan Snow Leopard and Ecosystem Program (PSLEP)
- FAO-GEF "Project for Reversing Deforestation and Degradation in high-conservation value Chilgoza pine forests in Pakistan"
- UNDP-GEF "Sixth Operational Phase of the GEF Small Grant Programme in Pakistan"

Others:

- UN-World Bank: REDD+ Readiness Preparation for Pakistan—under Readiness Fund of the FCPF
- GCF: GLOF-II: Scaling-up of Glacial Lake Outburst risk reduction in northern Pakistan
- UNDP: Improvement of Central Karakoram National Park (CKNP) Management System as Model for Mountain Ecosystems in Northern Pakistan:
- IUCN: Global Assessment of the State of Nature and Biodiversity Safeguarding Actions in Northern Pakistan

135. The Project Document did not specifically contain lessons learned from these projects, as most of these projects have been implemented in parallel to the SFM Project, except the Phase-II of the GEF supported SLM project, and its successful community engagement and establishing local governance mechanisms. However, it did mention some of the lessons learned from earlier GEF 3 and GEF 4 projects, and recommended collaboration with the on-going GEF projects and to learn from other relevant initiatives led by conservation NGOs like IUCN and WWF-Pakistan.

Gender Responsiveness of Project Design

136. The Project was assigned an UNDP gender marker of GEN-2, which is defined as "significant contribution to gender equality". The Project sought to incorporate gender concerns at the time of design, largely through a topical gender analysis in the narrative of the section on "Socio-economic Benefits Including Gender Dimensions and Environmental Sustainability" in the Project Document (pages 65-67). The design recognizes the societal role of women as the main providers, collectors, and managers of natural resources, where women are mainly responsible for collecting fuel wood and water and livestock rearing, and therefore, are most adversely affected by deforestation and forest degradation. The Project Document explicitly references that special efforts will be made during project implementation to ensure representation of women in the local communities or the creation of women sub-communities to ensure that they have an active role in decision making on forest resource use and management, as well as access to and control over resources such as land, income, credit, labour, education and training.

"THE PROJECT WILL UNDERGO SYSTEMATIC SCREENING AND ADJUSTMENT IN ACTIVITIES AT INCEPTION PLANNING STAGE, AFTER THE RESULTS OF BASELINE STUDY BECOMING AVAILABLE, DURING ANNUAL WORK PLANNING, AND AFTER MIDTERM REVIEW TO IMPROVE AND ENGAGE WOMEN IN THE PROJECT ACTIVITIES"

"GUIDELINES ON SFM, BIODIVERSITY CONSERVATION AND LANDSCAPE MANAGEMENT PLANS, BASELINE STUDIES AND ALL OTHER PLANNING, IMPLEMENTATION AND REPORTING ACTIVITIES WILL INTEGRATE GENDER AND ENSURE INVOLVEMENT OF WOMEN IN DECISION MAKING AND ACTIVE PARTICIPATION IN ACTIVITIES"

- PROJECT DOCUMENT, PAGE 67

137. The Project's Strategic Results Framework makes a reasonable effort to include gender considerations, specifically in terms of 3 out of the 24 original indicators as follows:

Table 17: Gender Indicators at Design

Indicator	Gender Target at Design
Number of forest community members and private forest owners undergone technical and skills training and development in sustainable forest management	200 community members of which 10% are women
Percentage of households reporting increased incomes in Community managed conservation areas from forest and non-forest resources	20% of households reporting increased incomes, of which at least 30% of beneficiaries are women
Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use	At Least 100, of which at least 10% would be women

138. However, the TE consultant team found a disconnect and misalignment between the gender indicators in the SRF and other targets observed through an analysis of the Project's design:

- It is estimated that the project would directly benefit about 360,000 persons, **including about 25% women**, landless, poor, disabled and elderly persons as well as minorities among local communities. It is estimated that local people participating in NFTP and livelihood programs would have about **10% increase in the income in the target landscapes**;
- It would be ensured that about **25% of the members of the CBOs are women** or **formal women groups are formed in the areas of cultural constraints, who would be trained in community organization and development and activity and livelihood related skills**

including making energy-efficient stoves, raising nurseries of fruit, ornamental and forest plants for domestic and commercial use; kitchen gardening, poultry, sustainable harvesting, processing and value addition of NTFPs, honey bee keeping, handicrafts etc.

139. While an argument can be made that these targets could be considered a representative percentage, especially given that SFM is primarily a male dominated domain and also considering existing cultural and religious dynamics in Pakistan, it does not ensure woman empowerment and gender equality in project interventions and therefore, there is a misalignment between the gender goals and its GEN-2 marker. The Project Document also notes there should be a built-in conduit for the equal participation of women in training processes, working groups established by the project, implementation of pilots in the 7 landscapes, and on local level committees and groups related to access and benefit sharing. In face, the Project Document notes that women will be consulted in developing a purpose-built strategy for equitable participation of women and other disadvantaged groups in project planning, implementation, review and benefits sharing.

Part III, Attachment I of the UNDP Project Document contains the environmental and social screenings conducted by design team. From a gender perspective, the result of the initial review concluded that "*it was highly unlikely that the proposed project would have adverse impacts on gender equality and/or the situation of women and girls. The project would not potentially result in discrimination against women based on gender, including their participation in design and implementation of project activities or their access to opportunities and benefits presented by the project*".

140. The Project did not have a specific Gender Plan, possibly because it was only mandatory for GEF financed projects approved after July 1, 2018. Taken together, consideration of gender in project design was rather limited, albeit the gender analysis in the environmental and social screening was slightly more robust.

141. The results of the online questionnaire reinforces the findings of the TE consultant team with nearly 20% of respondents noting that gender considerations could have factored more highly in the Project's design, as noted in the chart in Figure 8.

Social and Environmental Safeguards at Design

142. The Project Document mentions that the Project conducted the full Environmental and Social Screening during the PPG phase, which was included in Part III. Based on a review of the agenda and narrative of the Inception Workshop report, the Social and Environmental Screening Report was not revisited during the inception phase per best practice at initiation and planning stage of the Project.

143. The SESP classified the Project's overall risk profile as "Moderate", meaning limited social and environmental assessment and review may be required to determine how the potential impacts identified in the screening will be avoided or when avoidance is not possible, minimized, mitigated and managed.

144. A SESP checklist was undertaken during the PPG spanning the following 3 principles: (i) Human Rights; (ii) Gender Equality and Women's Empowerment; and (iii) Environmental Sustainability which included 2 out of the 3 sub-standards, including Biodiversity and Sustainable Natural Resource Management, as well as Climate Change Mitigation and Adaptation. A total of 8 risks were flagged across the checklist, the assumption from the TE consultant team that per best practice, these would be reviewed intermittently during implementation.

B. Project Implementation

Adaptive management

145. Adaptive management corresponds to the level of flexibility that the Project had to attend to the changing dynamics and the supervening needs. These are the adjustment mechanisms to respond to changing contexts and improve the execution of the Project, after an agreement between the UNDP, GEF and the MoCC / GoP.

146. With regards to adaptive management, it is relevant to mention that there was a substantial delay in the Project's incubation period with more than two years between the submission of the PIF (Dec 2013) and the signing of the Project Document (March 2016). Further delays were encountered during the inception phase, with the Project effectively commencing operations in January 2017 following the recruitment of a National Project Manager and field activities only being activated in mid- to late 2017 with the establishment of all PMIUs. This lengthy approval process while an anomaly, was considered within the normal parameters for a complex Project of this kind and based on stakeholder consultations, common within the GEF portfolio in Pakistan. The Project was supposed to end in February 2021, but it was granted a 10 month due to the substantial impact of COVID-19, because it was not possible to undertake seasonal activities and field activities which also impacted to a certain extent financial delivery.

"WE HAD TO WEAR MULTIPLE HATS AND GO BEYOND OUR TERMS OF REFERENCE TO MAKE THINGS WORK. THE PROVINCIAL FORESTRY DEPARTMENTS ARE NOT EQUIPPED FOR COMMUNITY ENGAGEMENT"

- STAKEHOLDER VIEW ON ADDITIONAL ROLE PLAYED BY PMIU

147. The Project demonstrated adaptation capacity in terms of re-adjusting implementation arrangements to address procedural hurdles in releasing funds to the IP. The Project was originally designed to be implemented on the NIM modality, but later changed to PCOM with an understanding among Ministry of Climate Change, Economic Affairs Division, and the UNDP. Responding to 2 sub-optimal audit findings from the HACT Audit FY2020, procurement anomalies flagged in the MTR and in an effort to instill greater accountability in administrative and financial procedures (consistent with recommendations from organization-wide UNDP audit in 2020), a meeting was held on 15 June 2021 to re-adjust implementation arrangements to be more in line with NIM guidelines.

148. There was also a notable change in the Project's intervention at the site level. As stated in the Project Document (page 146), the Project was designed and predicated on three different forest types in seven landscapes, located across six districts in three provinces of Pakistan. In mid-2018 two riverine landscapes in southern Punjab were replaced by two Chir Pine landscapes, in North Rawalpindi and Chakwal districts, resulting in an additional forest type to be targeted by the Project. The underlying rationale for the change given at the time was that these sites represented intact forest and also presented good opportunities for demonstration of community-based forest management models.

"THE RIVERINE FOREST IN SOUTHERN PUNJAB WAS NOT SUITABLE FOR DEMONSTRATING SFM AS A HUGE AREA WAS ASSIGNED TO SOUTH PUNJAB FOREST COMPANY FOR COMMERCIAL PLANTATION, HALF OF THE AREA IS EITHER RANGELAND OR BLANK, AND ONLY 1056 HA OF THE TOTAL PROJECT SITE IN RIVERINE HAS SCATTERED TREES IN PATCHES. JUSTIFICATIONS WERE PRESENTED AND ENDORSED BY THE PB"

- 2019 PIR

149. In general terms, interviews confirm the Project has followed an adaptive management approach, showing flexibility and the capacity to face the different challenges found. However, the TE consultant team has found flaws with this sentiment. Based on consultation with stakeholders during the Inception Workshop, the Inception Report proposed to change/modify 2 indicators (one indicator per outcome 1 and 2), as well as suggested changes to 4 baselines, but these changes were never incorporated into the Project's implementation or reported against via the PIRs.

150. The MTR was also an additional avenue and way to rectify and bring changes to the Project's interventions strategy and results hierarchy. Unhappily, in spite of some of the solid recommendations made by the MTR, and the fact that these changes were sanctioned by the Project Board, not all adjustments were taken on by the Project, leading to some significant gaps in the Project strategy during implementation. Table 18 below highlights the extent to which the recommendations from the MTR have been addressed by the Project during the second half of the implementation timeframe, based on the findings of the TE consultant team and management response documented by the Project team.

Table 18: Status of Responses to MTR Recommendations

MTR Recommendation	Management Response	Status at TE
Outcome 1 Embedded SFM into landscape-scale spatial planning		
A.1. Institutionalize cross-sectoral landscape management	To realize the overall impact and achieve the end results of SFM project, as outlined in the project document, the recommendation is agreed to.	**PARTIALLY ADDRESSED** • No evidence of the formation of a multi-sectoral standing landscape management committee that was to include representatives of all land-based departments, local communities, local NGOs, private sector, etc.; • Not all landscape management plans have been implemented because they are still pending approval by the Provincial Forest Departments; • Community-based forest management planning only happening in Guzara and Shamlat forests in KP.
A.2. Institutionalize capacity building on SFM for professionals as foreseen in the Project Document	To ensure the government ownership and enhance capacity building of relevant government line agencies, the recommendation is agreed to.	**ADDRESSED** • Evidence of institutionalization and inclusion within curriculum of established training institutes and inclusion in the 2020 AWP; • Evidence of multi-level / multi-component programme with clear competence standards and accreditations for forest and wildlife professionals at different levels, as well as sample syllabi and certificates issued to various target audiences, as well as inclusion in the 2020 AWP.
Outcome 2 Biodiversity conservation strengthened in and around High Conservation Value forests		

Table 18: Status of Responses to MTR Recommendations		
MTR Recommendation	**Management Response**	**Status at TE**
B.1. Strengthen biodiversity conservation through strategic planning	To realize the overall impact and achieve the end results of the UNDP-GEF SFM project, as outlined in the Project Document, the recommendation is agreed to.	**PARTIALLY ADDRESSED** • Identification and delineation of HCV areas included in landscape management plans. These have HCV areas not been formalized since the landscape management plans are still pending approval and not being actively managed; • HCV data has been collected and used as a basis for the gazettement of new PAs; • Data-driven decision making on degraded areas slated for restoration; • Activities have not been restricted to those identified in the management plans.
B.2. Strengthen community engagement for improved SFM and biodiversity conservation outcomes	To realize the overall impact and achieve the end results of the UNDP-GEF SFM project, as outlined in the Project Document, the recommendation is agreed to.	**PARTIALLY ADDRESSED** • While there has been myriad community training, there is no evidence of a standardized community capacity development module on key project components and consistent messages and their delivery to all communities through a Training-of-Trainers approach via community facilitators; • No strategy of community engagement clearly spelling out the mandates of CBOs, issues of long-term sustainability, facilitation needs; • Two professional community facilitators per landscape have not been hired and therefore, the gender recommendations that one should be female to provide continues backstopping to local communities, CBOs and Nigehbans and facilitate the interaction between forest department staff and local community members, have not been undertaken;
Outcome 3 Enhanced Carbon sequestration in and around HCVF in target forested landscapes		
C.1. Improve progress towards carbon sequestration targets across entire landscapes incl. non-forest areas through holistic	To realize the overall impact and achieve the end results of the UNDP-GEF SFM project, as outlined in the Project Document, the recommendation is partially	**ADDRESSED** • Three priority actions supported by evidence. Carbon sequestration has been an ongoing focus with calculations

Table 18: Status of Responses to MTR Recommendations		
MTR Recommendation	**Management Response**	**Status at TE**
planning, restoration and avoiding emissions	agreed to as some of the key actions will not be possibly taken as the project will operationally close by Feb 2021.	undertaken yearly to facilitate adaptive management; • Avoided emission benefits in terms of CO2eq of firewood replacement, fuel efficient stoves, solar-powered devices and biogas digesters factored in calculations; • Restoration priorities addressed in management plans.
Project Implementation and Adaptive Management		
D.1. Strengthen results-based management	The recommendation is strongly agreed to.	**PARTIALLY ADDRESSED** • While the PB minutes endorsed changes to the Results Framework in full, there are a number of indicators that have not been revised according to the recommendations provided. Most concerning is that the Project neither developed a capacity development scorecard (no scorecard was included in the google drive sent to the TE consultant team), nor did it report on this indicator in the PIRs following the MTR. Given the heavy investment in training and capacity building there is no standardized way therefore, to gauge its effectiveness and contribution to SFM; • Adjustments were made to the total hectares and spatial targets without impacting the overall area targeted by the Project; • The recommendation to restrict work planning on results targeted by the project strategy as spelt out in the Project Document and omitting non-compliant activities did not materialize as intended given the balancing act during yearly AWP processes to accommodate the needs of the Provinces.
D.2. Improve stakeholder engagement and communication	UNDP agrees with this recommendation to enhance awareness and ensure that maximum number of beneficiaries benefit from the project results.	**PARTIALLY ADDRESSED** • Capacity Development and Outreach Specialist (a position which was foreseen but not budgeted in the Project Document) was not hired

Table 18: Status of Responses to MTR Recommendations		
MTR Recommendation	**Management Response**	**Status at TE**
		following the MTR and function continued to be undertaken by the PMIU Provincial Project Coordinators; • Minimal stakeholder engagement, particularly engaging with land-based government departments beyond the Forest and Wildlife Departments, as well as NGOs and the private sector; • Poor involvement of and ownership by Provincial Wildlife Departments; • The Project has a designated website at the following link: (https://sustainableforest.com.pk). However, this has come in last six months of operations which is very late in the implementation cycle and the TE consultant team has not been able to access the link on multiple occasions per the screenshot below. The Project is however, leveraging social media well, including a comprehensive Facebook page;  • The TE consultant team did see evidence of a "Communications and Stakeholders' Participation Strategy" developed following the MTR in July 2020, but this did not include a knowledge management plan. The contents are very generic and lack specificity on engaging and capturing the benefits from local communities and key beneficiaries. Much of the content is boilerplate.
Sustainability		
E.1. Mainstream gender and social equity into project implementation	To ensure social inclusion and mainstream gender into the Project, UNDP agrees with this recommendation.	**PARTIALLY ADDRESSED** • No contracts with female facilitators to engage with women in the 7 landscapes per the MTR's recommended actions; • A basic assessment report of gender in SFM in Pakistan, a

Table 18: Status of Responses to MTR Recommendations		
MTR Recommendation	**Management Response**	**Status at TE**
		report on gender disaggregated data on the Project's SFM interventions and case studies from KP, were undertaken but these fall short of the beneficiary analysis recommended by the MTR on how livelihood interventions impact men and women differently; • It is also worth noting the recommendations made by the UNDP Pakistan Country Office in back-to-back PIRs were not undertaken, however, more of an effort was made to document gender responsiveness and mainstreaming was done in the final year and a half of implementation.
E.2. Revise project closing date	Since GEF strongly discourages no-cost extension of its projects, the closure date for SFM will remain status quo as agreed in the Project Document. However, if need be, the no-cost extension will be decided by GEF-UNDP for which a formal request is made by IP at least six months prior to the project closure.	**ADDRESSED** • Reference is made to the extension request form submitted in late October 2020; • Reasons for the extensions were attributed to (i) the delay in Project start; and (ii) delays incurred during the fourth year of the Project (2020) due to late signing of Annual Work Plan and delay in release of funds to Project. COVID-19 was not listed as a factor although it has impacted delivery, especially in the last year of operations.

151. There was solid adaptive management in some aspects of implementation, for example, through UNDP providing a more hands-on role in monitoring activities in the field on a yearly basis and both the PMU and PMIUs going beyond the scope of the Terms of Reference by taking on additional functions that were originally earmarked for the Provincial Forestry Departments and Provincial Management Committee, as well as relying on PMIUs to lead community based activities, with minimal training and experience in these domains. The RTA played a strong technical support role, often acting as a sounding board to both the UNDP Pakistan Country Office and the PMU, including: providing clarification on technical concepts in the Project Document when required, advice on matters relating to the achievement of project outcomes, risk management, guidance on adaptive management approaches through recommendations in the PIRs, and on administrative procedures; this is quite evident from the RTA's narrative in the PIRs.

152. Although the PB has not played a hands-on role in the Project's implementation, some adaptive management changes are documented in PB minutes, but less so in the PIRs on (i) the inclusion of certain activities outside the strategic results framework (e.g. renovation work and strengthening of

PFI), (ii) the change of targeted landscapes in Punjab; and (iii) some activities falling outside the Project area. Additionally, adaptive management responses at the operative level are documented as recommendations in the field monitoring reports conducted by the PMU. The inclusion of certain activities outside the strategic results framework are not articulated well in reporting, nor the justification for them. Recommendations in the PIRs are not always followed, e.g. regarding the preparation of the gender mainstreaming strategy and the communication plan.

153. Finally, the Project has been able to navigate through a significant government change in 2018 with little disruption to the Project strategy; continuity of management within the PMU and PMIUs have helped it do so more effectively.

Actual stakeholder participation and partnership arrangements

154. The Stakeholder Involvement Plan largely focused on government agencies, NGOs, and community-based organizations and was comprehensive in that aspect. However, the Project's implementation didn't follow the plan as such, local communities in and around the forested landscapes received little attention during the implementation of the Project, which meant that the important roles of these stakeholders were undermined.

155. In terms of management arrangements, the Ministry of Climate Change, through its Office of the Inspector General of Forests (IGF), coordinated the Project's implementation, whereas the provincial Forest Departments of KP, Punjab, and Sindh, and IUCN-Pakistan and Pakistan Forest Institute (PFI) acted as the Responsible Parties (RPs). Though the Project was originally designed for implementation under the National Implementation Modality, it was implemented under PCOM until June 2021 with the understanding of EAD, MoCC, and UNDP, and later in July 2021 switched to the NIM modality. This hybrid implementation model and ambiguity created lots of confusion and difficulties among the Project partners throughout the project implementation.

156. The Project was managed by a Project Management Unit established under the Office of IGF at MoCC, which was supported by three Project Management and Implementation Units (PMIUs) established within the provincial forest departments of KP, Punjab and Sindh. These PMIUs were responsible for coordinating on-the-ground execution of Project activities in each project landscape of the respective provinces in close coordination of the field staff the Forest Departments. In addition, interventions of highly technical nature were outsourced to specialized agencies and individual consultants. Table 19 below provides a summary of the role and responsibilities of the stakeholders identified in the Project Document and elaborated under the Stakeholder Involvement Plan (Section IV and Part VII of the ProDoc), and of their actual involvement in the Project implementation:

Table 19: Summary of Stakeholder Analysis

Stakeholder	Roles and Responsibilities per Project Document	Role and Responsibilities Reflective of Actual Implementation
National Level		
Ministry of Climate Change (MoCC)	The MoCC, through its office of the IGF, is the lead ministry for forestry and REDD+ policy-making and programming. It facilitates inter-provincial and inter-ministerial coordination on issues related to forestry, wildlife, biodiversity	Despite having the limited capacity, the MoCC played the leadership role through its Administrative Wing to execute the Project in conformity with the ProDoc mainly depending on the SFM-Team and made significant achievements against

Table 19: Summary of Stakeholder Analysis		
Stakeholder	**Roles and Responsibilities per Project Document**	**Role and Responsibilities Reflective of Actual Implementation**
	conservation, and desertification control as well as ensuring national compliance with international conventions. The Ministry is coordinating Pakistan's REDD+ Readiness Programme (RRP, 2011-14), which is set to provide the enabling environment and strategy for SFM implementation. MoCC will chair the Project Board, which will provide the interface with federal policy and planning, and will allocate co-financing such as ADP, FDF and recurrent budgets.	the AWPs. It also secured funding for the 2nd Phase of REDD+ Programme supported by the World Bank to create an enabling environment and provide strategic guidelines for promoting SFM in the country. It also designed and launched TBTT-P through the federal PSDP and provincial ADPs in support of SFM-P by co-financing some the SFM related activities in the project landscapes and hosted Project Board and facilitated its annual meetings. However, the sustainability and effectiveness of some the Project achievements remains a question due to ownership issues among the partners and gaps in effectively mobilizing the local communities.
Ministry of Planning, Development and Special Initiatives	Arrange funds for SFM from local and foreign donors.	Provided PSDP funding for the launch of TBTT-P and Protected Areas Initiative (PAI).
Economic Affairs Division (EAD)	EAD arranges funds for SFM from the foreign donors.	EAD in coordination with the MoCC arranged funds for the 2nd Phase of REDD+ programme and provided support for managing service contracts of SFM-Team, and acted as a member of the Project Board.
Pakistan Museum of Natural History (PMNH), Ministry of Science and Technology	--	The PMNH acted as a service provider and conducted baseline studies for biodiversity assessment in all the Project landscapes through a Letter of Agreement (LoA) signed with the PMU.
Survey of Pakistan, Ministry of Defense	--	The Survey of Pakistan also acted as service provider and assisted the SFM-P for re-demarcation/verification of boundaries of Reserve and Protected Forests in all the Project landscapes, which played a pivotal role in retrieval of around 4,500 acres of forest lands in the Sindh province.
IUCN-Pakistan	The role of international NGOs (i.e., IUCN) lies more at the national level, and includes providing technical assistance to	IUCN-Pakistan acted as a Responsibility Party and implemented a number of Project activities and provided technical

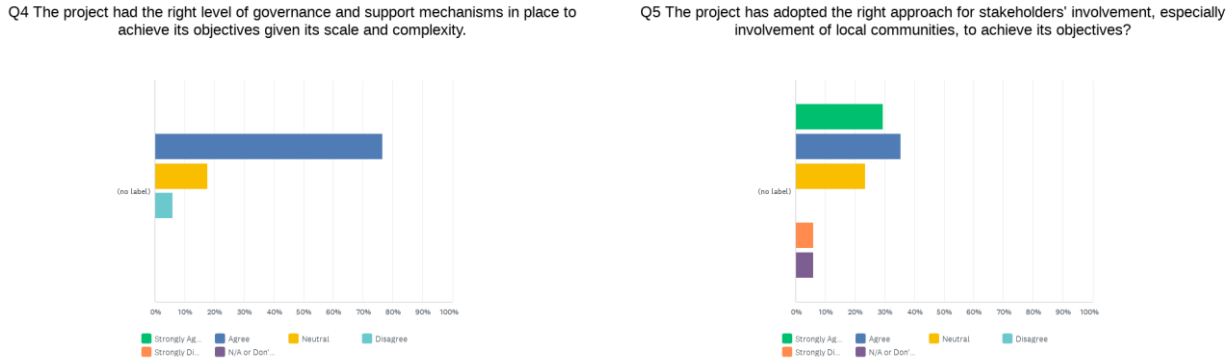
Table 19: Summary of Stakeholder Analysis		
Stakeholder	**Roles and Responsibilities per Project Document**	**Role and Responsibilities Reflective of Actual Implementation**
	government, and introduction of innovative approaches; assisting local CBOs; facilitating knowledge sharing with international communities by building networks and alliances, providing outside expertise and experience for developing capacities, informing forest policy discussions, and profiling relevant issues of international importance.	assistance for realizing project objectives, including arranging technical trainings on SFM, international exposure visits for the Project team/partners, documenting best practices, establishing fire control centers, conducting special studies on HCVFs, and draft landscape management plans for the two landscapes, based on a LoA signed between the IUCN and PMU.
Pakistan Forest Institute (PFI)	The prime forestry research and education institute in the country. It provides training and education in various forestry disciplines to meet the needs of federal institutions, provincial forestry departments, private sector and civil society organizations. The new approaches to SFM demonstrated by the Project will be mainstreamed into the educational curriculum.	PFI also acted as a Responsible Party and supported the Project by conducting specialized studies and arranging skill enhancement trainings and refresher courses on SFM through a LoA signed between the PFI and PMU-SFM. Specialized studies included—development of GIS maps for carbon stock assessments, upgradation of forestry education curriculum, and carbon stock/biomass assessments in all the project landscape, especially after the restoration of degraded forests.
Provincial and Landscape Level		
Provincial Forest Departments and their field formations	Provincial line departments responsible for forest management. Current focus is mainly on protection through law enforcement in state-owned forests and rangelands. They will provide technical and extension services for undertaking SFM activities with local communities and the private sector. Provincial forest departments are the key implementing agencies at the provincial and local level.	Provincial Forest Departments of KP, Sindh and Punjab acted as a Responsible Party for implementation of on-the-ground activities in the Project landscapes through LoA signed between the PMU and the respective Forest Department. They executed physical works such as rules and procedures of the provincial governments, and provided technical and extension services to the Project through their territorial divisions/staff. A senior official of the Department, as a Provincial Project Director, over-saw the project implementation and provided administrative support and guidance to the PMIUs, as well as steered the provincial Project Management Committee, which

Table 19: Summary of Stakeholder Analysis		
Stakeholder	**Roles and Responsibilities per Project Document**	**Role and Responsibilities Reflective of Actual Implementation**
		rarely met.
Punjab Forestry Research Institute (PFRI), Faisalabad	Conducts research on forest related issues.	Played a very limited role by conducting a research study on vegetation in Punjab
Local NGOs and CBOs (including male and female members)	Local NGOs mobilize the local communities, including women, school children and pastoralists into CBOs. CBOs assist in coordinating members of the local population, protection of forest resources, conflict resolution and generating resources for local developmental activities of the area. Local NGOs have a particular role in building capacities of local people and empowering them to claim their traditional rights.	Local NGOs and CBO support organizations were to play an active role in engaging forest communities in and around the Project Landscapes for implementation of the Project activities. Two local NGOs from Sindh (Sindhica Reforms Society and Sindh Rural Support Organization) were actively engaged for delivering on community related interventions and managing the Nigahban in two project landscapes in Sindh and building their capacities. However, local NGOs and CBOs were not involved in the Project activities in KP and Punjab.
Forest Community having user rights in Protected Forests	Forest Community having user rights in Protected Forests, such as a share in the timber sale proceeds from areas that are harvested according to a management plan of the FD (so-called 'royalties'; 60% share in Malakand Division, 80% share in Hazara Division). Domestic use of timber with the permission of the FD and fuelwood collection and livestock grazing is permitted.	Forest dependent communities continued to enjoy their traditional usufruct rights from the Protected Forests, as admissible under the provincial forestry laws and rules of the respective province and was applicable across the Project landscapes.
Forest community with ownership and user rights in Guzara forests	Local communities as owners or having user rights in the Guzara forests managed by the Forest Department, including timber harvest for domestic use, collection of dead wood, as long as the owners or right-holders do not have any objection. The same is valid for grazing of domestic animals.	Forest communities found within and around Guzara forests played an active role through establishing protected forest enclosures and appointing Nigahbans (community guards). Level of their involvement in Project's activities varied across the landscapes i.e., Nigehbahn model was abandoned in KP half-way through the Project. Moreover, they continued to enjoy their historic use rights, including for timber harvesting, fuelwood collection and grazing rights.

Table 19: Summary of Stakeholder Analysis		
Stakeholder	**Roles and Responsibilities per Project Document**	**Role and Responsibilities Reflective of Actual Implementation**
Other Forest Landscape communities (Local authorities, woman groups, and youth)	The communities in the forest landscapes are the key users and custodians of the forest resources. Their participation in forest management and sharing the benefits is a key target of the Project. Women play a prominent role in agricultural production and use of forest resources such as firewood and NTFPs. However, their participation in forest management committees and land use planning is presently negligible, and will require particular attention. Youth are the present and future human resource to interact and shape their role in forest management. Strong attention will be given to ensure participation of these stakeholders in planning and decision making.	The participation of local communities in the Project activities remained patchy, as communities were not fully mobilized by establishing/ strengthening their local governance structures or Village Development Committees (VDCs). However, local communities did benefit from the project interventions targeting NRM and NTFP, such as related trainings, provision of solar systems, distribution efficient cooking stoves, biogas plants and installation of micro-hydel power stations etc. Women folks also participated and benefited from vocational trainings, kitchen gardening, poultry rearing, and training of trainers for construction mud-efficient stoves etc., whereas participation of youth was only limited to ecotourism related activities.
Print and electronic media	Public awareness and outreach for sustainable forest management.	Both print and electronic media played an active role in the Project's interventions and achievements, especially whenever a dignitary or high-level political figure inaugurated a Project activity or visited the Project sites.

157. The mechanisms under the Stakeholder Involvement Plan were instrumental to maintain relevant participation in project management and decision making. At the local level, the arrangement with the local communities has not dovetailed on existing governance structures and coordination mechanisms for the future. In general terms, the Project achieved important levels of stakeholder participation. The TE consultant team finds the Project maintained adequate levels of stakeholder participation, both at the operative level in different intervention scales, as well as its governance through the Project Board. Early engagement of stakeholders and their continuity since the Project's design was acknowledged by interviewees as part of the stakeholder consultation process and from the results of the online questionnaire where an overwhelming majority felt stakeholder engagement was a critical factor facilitating partnerships and overall participation, albeit less so at the local level.

Figure 9. Questionnaire Feedback on the Level of Stakeholder Engagement



Project Finance and Co-finance

GEF Trust Fund

158. The original project budget equals US$ 8,338,000 from the GEF for the implementation period. Until the fourth quarter of 2021 the Project disbursed US$ 7,935,058, that is, 95% of the total available GEF budget. The total expenditure for the 2021 calendar year is approximately US$ 1,708,495.06, whereas the remaining surplus of GEF resources under per the 2021 AWP is US$ 402,941.90. This surplus will have to be returned to the GEF Trust Fund.

Table 20: Summary of Expenditure (2016-2021)

	Activity 0 Unrealized Loss/Gain	Activity 1 Embedded SFM into landscape-scale forest management planning	Activity 2 Biodiversity Conservation Strengthened in and around High Conservation Value Forests	Activity 3 Enhanced Carbon sequestration in and around HCVF in target forested landscapes	Activity 3 (UNDP) Enhanced Carbon sequestration in and around HCVF in target forested landscapes	Activity 4 Project Management	Activity 4 (UNDP) Project Management	Total (GEF)
Calendar year								
2016		USD 207.30	USD -	USD -	USD -	USD 427.74	USD 14,116.17	USD 635.04
2017	USD 2,879.35	USD 229,271.87	USD 180,787.69	USD 301,851.84	USD -	USD 71,408.17	USD 90,410.54	USD 786,198.92
2018	USD 37,464.90	USD 572,232.21	USD 608,440.89	USD 1,052,680.79	USD 1,495.79	USD 33,592.71	USD 67,411.47	USD 2,304,411.50
2019	USD 14,611.06	USD 291,978.80	USD 498,882.01	USD 1,012,177.58	USD -	USD 62,523.02	USD 59,953.80	USD 1,880,172.47
2020	-USD 10,710.57	USD 177,215.57	USD 433,071.66	USD 603,172.58	USD 17,847.51	USD 52,395.87	USD 24,093.88	USD 1,255,145.11
2021		USD -	USD -	USD -	USD -	USD -		USD 1,708,495.06
Grand Total	**USD 44,244.74**	**USD 1,270,905.75**	**USD 1,721,182.25**	**USD 2,969,882.79**	**USD 19,343.30**	**USD 220,347.51**		**USD 7,935,058.10**
							Surplus	**USD 402,941.90**
							Total	**USD 8,338,000.00**

Table 21: Total Budget Per Project Document

	Output 1 Embedded SFM into landscape-scale forest management planning	Output 2 Biodiversity Conservation Strengthened in and around High Conservation Value	Output 3 (GEF) Enhanced Carbon sequestration in and around HCVF in target forested	Output 3 (UNDP) Enhanced Carbon sequestration in and around HCVF in target forested	Output 4 Project Management (GEF)	Output 4 Project Management (UNDP)	Total (GEF)	Total (UNDP
Calendar year								
2016	USD -	USD -	USD -	USD -	USD -	USD -	USD -	USD -
2017	USD 206,000	USD 103,758	USD 70,026	USD -	USD 77,840	USD 271,954	USD 457,624	USD 271,954
2018	USD 406,000	USD 501,926	USD 1,907,124	USD 160,410	USD 73,213	USD 112,164	USD 2,888,263	USD 272,574
2019	USD 338,000	USD 461,926	USD 2,168,074	USD 72,730	USD 79,842	USD 117,568	USD 3,047,842	USD 190,298
2020	USD 95,000	USD 291,926	USD 628,810	USD 12,815	USD 82,870	USD 123,215	USD 1,098,606	USD 136,030
2021	USD 59,000	USD 379,464	USD 323,966	USD -	USD 83,235	USD 129,144	USD 845,665	USD 129,144
Total	**USD 1,104,000**	**USD 1,739,000**	**USD 5,098,000**	**USD 245,955**	**USD 397,000**	**USD 754,045**	**USD 8,338,000**	**USD 1,000,000**

159. Based on an analysis of the approved AWPs, the TE consultant team notes that expenditure has consistently come in lower than the annual budgets outlined in the AWPs and ProDoc (Ref. Figures 10 and 11), with 2020 and 2021 being of significance. A number of interviewees attributed the gap in 2020 to the constraints and restrictions introduced due to the COVID-19 pandemic, which were

unforeseen until the 2nd quarter 2020. The gap in 2021 may be explained by ambitious capacity consideration and assuming 'best-case-scenario' in order to deliver fully on the Project's commitment in the last year operations to fully utilize the budget.

160. Pragmatically however, and from the perspective of the TE consultant team, the low rate of spend is largely a result of limitations and controversies surrounded operational rules and procedure under PCOM vs. NIM modalities and UNDP rules and procedures, and the high-level of scrutiny of financial reports undertaken by the UNDP Pakistan Country Office following the 2020 HACT audit which found a number of concerning observations and anomalies. This resulted in delayed replenishments to the MoCC accounts throughout the remaining last year of operations. There was also a meeting convened on 15 June to agree on go-forward financial and administrative procedures to close the risks noted by the audit and the Project as a whole.

> *"THE PROJECT UNDERWENT A NIM AUDIT IN APRIL 2020 COVERING THE PERIOD FROM 1 JANUARY TO 31 DECEMBER 2020. A NUMBER OF OBSERVATIONS HAVE BEEN MADE BY THE AUDITOR MAINLY ON EXPENDITURE NOT SUPPORTED BY VOUCHERS AND SUPPORTING DOCUMENTS; MISSING SUPPORTING DOCUMENTS AND NO EVIDENCE OF APPROVAL OF WORK PERFORMED; AMENDMENT OF PROJECT MANAGEMENT NOT SUPPORTED WITH FORMAL APPROVAL; ISSUES WITH SERVICE DELIVERY NOTES. THIS POSES A SERIOUS FINANCIAL MANAGEMENT RISK"*
>
> **- 2020 PIR**

Figure 10. Annual Expenditure vs. Project Document

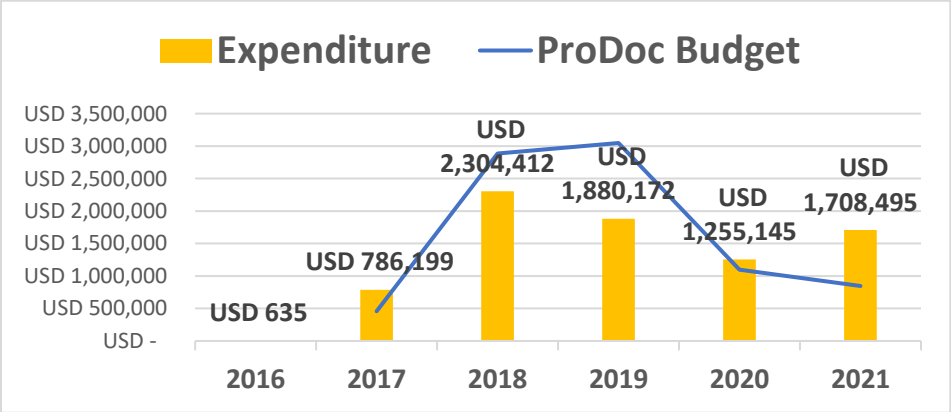
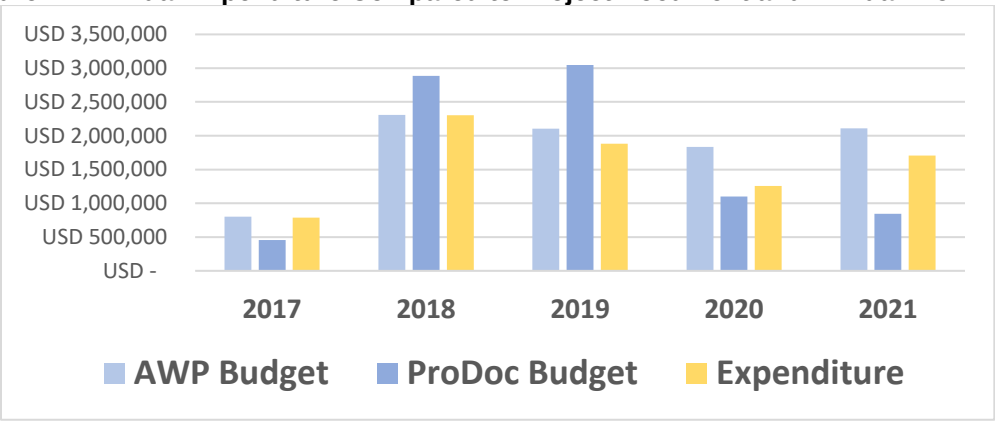


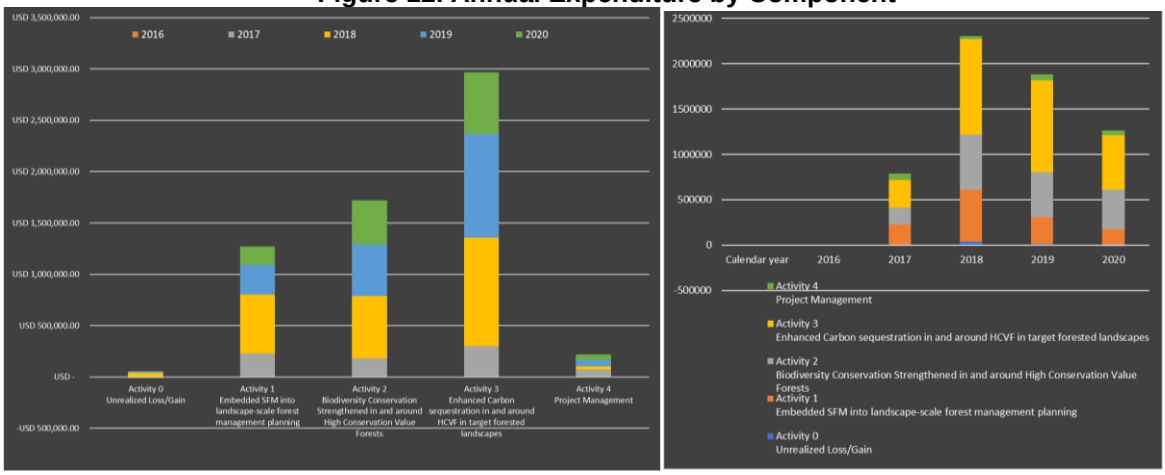
Figure 11. Annual Expenditure Compared to Project Document and Annual Work Plan



161. Component 3 had the highest rate of execution against the planned GEF resources per the AWPs (close to 70%), followed by Component 1 (at 69%) and finally Component 2 (approximately 65%) reported a lower rate of expenditure against the funds earmarked per the AWP. Management costs under Component 4 have come in considerably less than the US$ 754,045 allocated in the Project Document however it is not possible to analyze this against the AWP budget as a number of stakeholders indicated that project management related expenditures had to be booked against the technical Outcomes instead of the designated management budget line, partially because UNDP project management funds did not materialize in the manner anticipated.

162. Another observation made by the TE consultant team is that Component 3 accounted for approximately half the total expenditure, while ~ %30 of total expenditure was realized in 2018. Higher expenditure under Component 3 is attributed to the inclusion of ecotourism related interventions, individual consultants' work and funds allocated to IUCN, including international exposure visits i.e. under 2021 AWP US$ 1.193 million.

Figure 12. Annual Expenditure by Component



163. The execution performance until the end of 2019 allows the presumption that the Project would be able to execute all the resources allocated. The constraints imposed in response to the COVID-19 pandemic starting in early 2020 presented significant disruptions to the implementation strategy along with the discontinuation of in-person meetings and travel, coinciding with more scrutiny of expenditures by the UNDP Pakistan Country Office, resulted in a substantive accumulation surplus of funds, which led the Project to being approximately 1 quarter behind schedule. This is also somewhat attributed to and exacerbated by the strained relationship and poor communication between the PMU and the IA, with a perception raised by several stakeholders interviewed that the IA had stifled progress based on unmerited and frivolous scrutiny.

> *"FINANCIAL DELIVERY WAS IN PERFECT ACCORDANCE WITH THE TIME PASSED SINCE THE NPM WAS HIRED (2 YEARS AND 9 MONTHS, CORRESPONDING TO 55% OF THE TOTAL PROJECT DURATION)"*
>
> **- MIDTERM REVIEW**

164. As part of the financial control, the Project prepared quarterly progress / expenditure reports, which included the planned budget and disbursement level for the different activities planned for each Outcome in the AWP. The planned and disbursed values of the report are presented in Pakistani

rupee. Also, as part of the PIRs, the Project presented the implementation progress report, the information shown corresponded to the comparison of its cumulative progress with the budget approved in ProDoc, in the Atlas system, and the general ledger expenditure.

165. Besides, and in compliance with the M&E Workplan of the Project Document, the Project contracted 4 external audits as follows:

- **Audit 1** by Ernst and Young covering FY 2017 with **no major issues flagged**:
  - Resulted in 1 "High" risk regarding the inability to perform a compliance of expenditure incurred with the budget outlined in the IP's activity work plan, but was contested by the UNDP Pakistan Country Office on the basis that partners' systems may not match the requirements of the auditors;
  - 3 "Medium" risks related to (i) the recording of interest income; (ii) wrong classification of security deposit as rent expense; and (iii) no deductions from salaries.

- **Audit 2** by BDO covering FY 2018 with **no major issues flagged**:
  - 3 "Medium" risks related to sub-contracting and financial management practices, all of which were flagged by the UNDP Pakistan Country Office as non-issues given the supporting documentation and endorsement of the PB;
  - 2 "Low" risks related to book keeping and alternate bank signatories, both of which refuted by the UNDP Country Office.

- **Audit 3** by BDO covering FY 2019 with **no major issues flagged**:
  - A total of 15 findings of which 5 were rated "High" by the auditors, mainly attributed to poor controls of local partners and insufficient supporting documentation, but also some frivolous findings such as invoices not stamped with "PAID".

- **Audit 4** by Ernst and Young covering FY 2020 with **5 major findings flagged**:

Figure 13. Findings and Prioritization of FY 2020 Audit

Process / area	Number of findings				Financial Impact (USD)	Observation Reference
	High	Medium	Low	Total		
Human Resource	-	-	-	-	-	-
Procurement	1	1	1	3	658.88	9.2.2
Asset Management	-	-	1	1	-	-
Cash Management	-	-	1	1	-	-
General Administration	-	-	-	-	-	-
Finance	-	-	-	-	-	-
Total	1	1	3	5	-	-

166. Audit conclusions indicate that, with the exception of findings during FY 2020, no significant / unexplainable issues were reported on changes or inconsistencies in the management and internal controls of the IP. Interestingly, the TE consultant team observed that in the FY 2018 Audit, UNDP had tacitly acknowledged - even tacitly supported - PCOM implementation procedures, whereas in the FY 2020 audit by Ernst and Young and the meeting held with the IP in June 2021 there is a marked shift in its position.

Figure 14. Finding 8.2.4 of the FY 2018 Audit by BDO

Recommendation

It is recommended that provisions of PCOM regarding alternative bank signatories should be complied with.

Project Management Comment

As per Project Document the PPD and PPC will operate the accounts of the PMIU Khyber Pakhtunkhwa and both presently administer the accounts, hence there is no other person whom could be authorized as alternate signatory for the project accounts. If we interpret the wordings of PCOM, it is only required if there is no PPD appointed by the Government. Here in our case PPD is duly notified by the Notification of the Forestry, Environment and Wildlife Department of Khyber Pakhtunkhwa.

UNDP CO Comment

UNDP will issue a letter to the Partner recommending them to ensure compliance with the respective requirements of PCOM.

Figure 15. Finding FY 2020 Audit by Ernst & Young and Minutes from UNDP Meeting 15 June 2021

Management Comment

Sustainable Forest Management Project is being implemented by the Ministry of Climate Change as per PCOM (Project Cycle Operations Manual) mutually agreed and approved document by the Government of Pakistan and UNDP for implementation of donor funded projects.

The correspondence regarding Implementation modality of SFM Project is under process between EAD, UNDP and Ministry of Climate Change (copy attached). As discussed in the Seventh Project Board Meeting of the Sustainable Forest Management Project, which was held on 23rd December 2020. It was agreed that a separate session will be convened with UNDP to discuss this issue.

Auditors' comments

We understand that the implementation modality was NIM from the start of the project as per project document. Accordingly, IP should have followed NIM guidelines which requires to follow national procedures for procurement.

Minutes of the meeting with UNDP regarding release of funds for 2021 to SFM Project

A meeting of the UNDP Country Office, Ministry of Climate Change and SFM Project was held on 15th of June 2021 at 11:30 am in committee room of the Ministry of Climate Change under the chairmanship of the Joint Secretary/National Project Director SFM Project to discuss procedural hurdles in releasing funds to the SFM Project. List of participants is attached as Annexur-1.

Following decisions were made with consensus of all members:

1. The provinces will be communicated to strictly follow the applicable government procurement rules and regulations.
2. For procurement undertaken by PMU (federal) and PMIU (provincial) itself, UNDP rules and regulations can be followed as a best practice.
3. For all the LoAs signed with Government departments and any International or local NGO, the relevant rules and regulations will apply and the project will ensure compliance during activities implementation by these line departments.
4. Procurement above 10,000 USD will be advertised on UNDP website by PMU and provincial project offices. However, the funds transferred to sub partner line departments in the provinces (engaged through LoA by the MoCC) including forest department will be utilized as per appliable government rules and regulations as mentioned above. Moreover, these rules will apply to new activities both at PMU and provincial level and not for the on-going activities.

167. Finally, the TE consultant team has come to learn relatively late in the evaluation process that the IP, with the support of the PMU, has unilaterally extended the Project for another six-months without the approval from UNDP or the GEF Secretariat. Based on the project expenditure reports it is still unclear to the TE consultant team how the Implementing Partner was able to engage IUCN for an additional six month period to June 2022 and what funds were used to enable a bridge contract with them. More scrutiny is warranted here.

Co-Financing

168. The total co-financing committed at the time of CEO Endorsement Request amounted to US$ 49,420,000 of which US$ 47,770,000 had been committed by the national and provincial government (US$ 41,620,000 in cash and US$ 6,150,000 in in-kind equivalents), US$ 650,000 from the GIZ and US$ 1,000,000 from UNDP (US$ 800,000 in cash and the remaining US$ 200,000 in-kind).

169. Reference is made to Annex K with co-financing figures provided by the designated PMU's Monitoring and Evaluation Officer in the TE information package. Per calculations undertaken two months prior to the Project's operational closure and forecasts of co-financing expected to materialize by the end of the Project, it was noted that only US$ 2,356,010, or 5% of the pledged amount has materialized during its lifecycle. The PMO's Monitoring and Evaluation Officer has made a reasonable attempt to rationalize contributions and break down numbers at a further level of granularity (based on assumptions of standard recurring monthly in-kind contributions) on inputs related to staff time, office space and utilities.

170. There are some interesting observations with respect to co-financing, which raises questions on how systematic co-financing has been and the role it has played in the achievements of the Project's Development Objective and Outcomes. The TE consultant team's observations are as follows:

- There is a complete disconnect between the co-financing calculated by the PMU at the end of October 2021, with 54% reported by the MTR and only 5% at the TE, with the latter assembled directly by the PMU, closest to gauging actual contributions, through ongoing monitoring of inputs;
- The TE consultant team reviewed the CDR reports and based on actual expenditures therein, the amount forecasted by the PMU on UNDP's cash contribution is within 90% of the documented expenditure;
- Cash co-financing by UNDP as per CDRs, was substantially less than originally committed, likely owing to centralized UNDP budget cuts as part of the Secretary General's global reform process;
- Co-financing does not appear to be tracked in any of the AWPs or any other reporting and this is a gap that should be corrected going forward. While PIRs need not track co-financing per GEF guidelines, it is important for the AWP to consider co-financing inputs necessary to deliver the scope and scale of the objective and outcomes;
- The TE consultant team could not ascertain why the co-financing of US$ 650,000.00 committed by the GIZ was not delivered and interviewees consulted were not aware of it;
- Based on additional work effort and additional scope undertaken by IUCN and the parallel value generated by the TBTT-P, there appears to be additional co-financing delivered by other entities which have not been fully captured in the end-of-project co-financing calculations;
- The total impact made by the Project does not align with a significant co-financing envelope of nearly US$ 50 million.

171. TE consultant team concludes that co-financing has not been an ongoing methodical process and unclear the extent to which co-financing has contributed to the core Objective.

Monitoring & Evaluation: design at entry, implementation, and overall assessment of M&E

Monitoring & Evaluation overall rating:	**(4): MODERATELY SATISFACTORY**

Evidence

✔	M&E plan in ProDoc was standard, comprehensive and satisfactory
✔	PIRs and associated progress reports were timely and made use of evidence even though it was not always required (i.e., evidence in PIRs only became a requirement in 2021 but evidence was provided for the 2020 PIR and progress reports)
✔	Compilation of lessons learned and workshop in December 2021
✘	Not all recommendations and risk mitigations noted by the UNDP Pakistan Country Office and RTA in the PIRs were sufficiently used by the PMO in a constructive manner to adjust implementation
✘	Issues and risk management not done on quarterly basis per the ProDoc (page 81) but rather annually in the PIR
✘	The monitoring system does not yield all the necessary information and indicators and baselines were not verified and changed during the Inception Phase per recommendations made by Inception Workshop participants
✘	Some shortcomings with indicators against SMART criteria, most regarding specificity but also no mechanism to monitor capacity in a standardized manner since the capacity development

scorecard was not leveraged

Monitoring & Evaluation design at entry overall rating: **(4): MODERATELY SATISFACTORY**

172. In general terms, the M&E Workplan and budget were well-conceived and follow the general guidelines and procedures for GEF UNDP projects. M&E design at entry includes the project Inception Workshop to be held within the first 2 months of project implementation, quarterly progress in UNDP Enhanced Results Based Management Platform, APR / PIR, Midterm Evaluation, Terminal Evaluation, annual audits, and visits to field sites, as well as a Terminal Report to be produced at least three months before the end of the Project.

173. Additionally, progress towards GEF corporate results was to be monitored using the three GEF Tracking Tools (TTs) for Biodiversity, SFM and REDD+, as well as Climate Change Mitigation.

174. Part IV of the Project Document "Monitoring and Evaluation Framework" summarized in table 9 on pages 85-86-61 of the ProDoc outlines the standard M&E activities, based around the following:

- Inception Workshop and Report;
- ARR/PIR;
- Meeting of Project Board and relevant meeting procedures (at least once a year);
- Periodic status/ progress reports (quarterly);
- Technical monitoring, evaluation and reporting of project components (continuous);
- Midterm Evaluation;
- Final Evaluation;
- Project Terminal Report;
- Audit (yearly);
- Visits to field sites (yearly);
- Project Final Workshop (at least one month before operational closure).

175. From a design perspective, the results framework was very large, with 24 indicators at the time of CEO endorsement, and although whittled down to 18 following the MTR, it still presented a significant monitoring burden.

176. The TE consultant team notes that the budget for purposes of indicator verification is generally quite low under normal circumstances at only US$ 15,000.00 for a 5-year project, especially considering the geographic scope of the 7 landscapes sites involved. At US$ 58,500, the total budget allocated to M&E activities is quite low, representing < 1% of the GEF grant.

177. From a human resources standpoint, the Project engages one Monitoring and Evaluation Officer at the PMU, while PPCs are responsible for monitoring at the provincial level as the UNDP-GEF SFM project has no dedicated staff for monitoring in the PMIUs.

178. Finally, the ProDoc establishes that the Project would carry out independent Midterm and Final Evaluation, in both cases relevant GEF Focal Area Tracking Tools were to be completed prior to each.

Monitoring & Evaluation at implementation rating: **(4): MODERATELY SATISFACTORY**

179. Monitoring and Evaluation requirements were explained to the stakeholder and project partners by the RTA as part of agenda during the Inception Workshop. However, these guidelines and requirements were not followed in letter and spirit, and were not highlighted in the Project Board meetings and annual PIRs. Along with a procurement plan, a specific M&E plan was designed as part of the 2017 AWP, but this did not include a complete baseline and data analysis system supporting SMART indicators, nor evaluation studies at specific times to assess results. The total budget allocated to the M&E plan in 2017 alone was US$ 47,719 (~ 318% of the available budget to 47,719 monitor indicators for the entire duration of the Project), underscoring the inadequacy of the budget at design. There is also no evidence that any further adjustments or improvements were made during project inception to the baseline, in spite of recommendations made during the Inception Workshop[27].

"WE MADE SURE THE M&E PLAN WAS ADEQUATELY FUNDED SO WE COULD COMPLY WITH THE PLAN AS STATED IN THE PRODOC"

- STAKEHOLDER RESPONSE ON ADJUSTMENTS TO THE M&E PLAN

180. M&E implementation was led by the Monitoring and Evaluation Officer with support from the PPCs from each of the 3 provinces. Despite lean human and financial resources, monitoring was, for the most part, robust, cohesive and comprehensive. A solid monitoring plan existed and supported by a solid monitoring system making use of MS Excel worksheets. The Monitoring and Evaluation Officer is seasoned and has supported more than 5 UNDP-implemented initiatives in a similar capacity. The gap observed by the TE consultant team is the sheer volume of information to monitor under the Project, which has been a bottleneck given the bandwidth available at the PMU and PMIUs to not only oversee implementation, but also monitor in parallel.

"WHILE IT MAY BE ATYPICAL IN OTHER PROJECTS FOR THE UNDP COUNTRY OFFICE TO UNDERTAKE FIELD-BASED MONITORING, WE SEE IT AS AN ESSENTIAL PART OF OUR QUALITY CONTROL AND OVERSIGHT ROLE. WE WOULD VISIT THE FIELD MORE OFTEN IF WE COULD. IT IS NOT THAT WE HAVE GONE BEYOND EXPECTATIONS UNDER NIM, WE TAKE VALIDATION OF ACTIVITIES SERIOUSLY AND SEE IT AS PART OF OUR RESPONSIBILITY TO THE PROJECT AS IA"

- UNDP COUNTRY OFFICE ON ITS M&E ROLE

181. Monitoring of the progress of activities, as well as budget execution, was presented regularly through quarterly reports and the annual PIRs. These reports were facilitated because project planning was mainly guided by Quarterly and Annual Work Plans (to facilitate financial replenishments to MoCC), setting out specific tasks assigned to each activity so progress monitoring could be carried out according to the agreed cadence per frequency established in the monitoring plan. Physical verification of technical activities conducted by the Monitoring and Evaluation Officer and joint field monitoring with PMIU visits ranging from quarterly to semi-annual basis, also consistently and atypically involving the UNDP Pakistan Country Office staff throughout the Project's lifecycle. The table below outlines the frequency of various monitoring and evaluation activities.

Table 22: Summary and Frequency of Monitoring and Evaluation Activities

S#	Activity	Input	Responsibility	Benefits	Frequency
1.	Quarterly (Review) Meeting	Project Staff	NPM / M&EO	To have a complete record of the activities that are performed in the field area. Moreover, to keep the higher	Four times per year depending upon the

[27] Inception Workshop Report, pp 15-17.

Table 22: Summary and Frequency of Monitoring and Evaluation Activities					
S#	**Activity**	**Input**	**Responsibility**	**Benefits**	**Frequency**
				management in touch about the whole activities. Furthermore, the data of these meeting will assist the project management in future planning and report writing – quarterly.	occurrence of the first meeting
2	Regional Level meeting (Regular basis)	Project staff along with regional staff	PPCs	So that the regional project management could monitor the overall project activities and the progress of the Project.	Monthly
3.	Weekly NPM meeting	NPM and other project staff	NPM	Discuss and develop technical design solution for the Project	Weekly
4.	Task Force meeting	NPM /stake holders	NPM	Education and awareness (about the project objectives and its achievements)	Quarterly
5.	NPM & SHR	Project Staff	NPM /M&EO	This meeting will assist the National Project Manager about the ongoing activities and will make easy for him to monitor all the activities.	Monthly
6.	Project Staff General Meeting	All professional staff of the project	NPM& M&EO	This meeting will provide the NPM with information about the project staff involvement in the project activities and help to trace the order of activities in the contagious month.	Monthly
7.	Monthly Progress Reports	NPM and other staff members	M&EO, NPM	This will help the NPM in completing the monthly progress reports for timely submission to UNDP	Last week of every month
8.	Quarterly Progress Reports	NPM and other staff members	NPM	This will assist the NPM in compiling, completing and submitting the quarterly reports to UNDP	Submission in March, June, September and December
9.	Annual Reports	PPC, NPM and M&EO	M&EO	This meeting will assist the NPM in compiling and submitting the annual report to UNDP	Last week of December
10.	Annual Work Planning and Budgeting	Project Document, Internal project review sessions, and	Project Staff	This will provide a guideline to PPC and the NPM for the effective implementation of the Project activities	Last week of December

Table 22: Summary and Frequency of Monitoring and Evaluation Activities					
S#	**Activity**	**Input**	**Responsibility**	**Benefits**	**Frequency**
		committee meetings			
11.	Project Financial Reports	FO and FOA	NPM and AFO	Will meet for the utilization of UNDP and GoP	Monthly, Quarterly and Annually
12.	Particular Reports	Workshops, Seminars, exposure visits, trainings and consultancies	All professional Staff members	Distribution of the reports for the purpose of awareness	At the end of every activity
13.	Project Steering Committee meeting	Regional Staff	Region Representatives	To set the course of action, how to exercise the activities and monitoring them.	On an "as needed" basis
14.	E – Letters	M&EO and all the related reports	M&EO	Inform the mass about the project news	Monthly
15.	Monitoring Activities	Regional staff representatives	M&EO	To improve the effectiveness and efficiency of the project implementation	On an "as needed" basis
16.	Vehicle log books	Driver(s)	AFO	Transparency and Accuracy	Monthly
17.	Monthly Vehicle Reports	Logbook(s)	AFO	Finance Officer	Monthly
18.	Procurements	Primary claimant	Procurement committee of the project	NPM and AFO	On an "as needed" basis

182. The TE field mission surfaced some inconsistencies between things reported by the Project in progress reports and what is actually transpiring on the ground, especially regarding uncompleted activities, suggesting the field verification is topical and does not have sufficient coverage of all the ongoing activities. Seasonality of physical works and forest restoration activities have presented some challenges from a monitoring perspective whereby verification is delayed.

183. In practice, annual PIRs were the primary vehicle for monitoring the status of the Project, providing assessment of progress towards results, internal ratings, and adaptive management measures. The quality of the PIRs steadily increased over time, culminating with the 2021 PIR, having a new evidence based format with links to specific reports and records. The TE consultant team notes that while providing supporting evidence to PIRs only became a requirement in 2021, the Project has also demonstrated best practice by providing evidence for the 2020 PIR and progress reporting. There was no evidence

"I HAVE ONLY BEEN IN MY POSITION FOR SEVERAL MONTHS AND STILL GETTING TO KNOW THE PORTFOLIO, BUT I HAVE NOT BEEN CONTACTED FORMALLY BY THE PROJECT"

"IN LINE WITH OPERATIONAL PRINCIPLES AND THE INCREASED GEF EMPHASIS ON COUNTRY OWNERSHIP, OFPS HAVE AN ACTIVE ROLE IN M&E ACTIVITIES"

- GEF OFP / GEF MONITORING POLICY GEF/C.56/03/REV.01 (2019) & GEF/C.55/INF.09 (2018)

available regarding how the GEF OFP(s) were kept informed of the Project per GEF requirements and there is no evidence to suggest PIR results were also shared.

184. Evidence suggests M&E information was discussed with PPCs and presented to project stakeholders where relevant, notably to the Steering Committee. Although it was recognized that it was used to improve overall coordination capacity, however, no significant changes to the original project monitoring design and intervention strategy are reported, as well as no evidence that a Theory of Change was ever developed (following the introduction of this requirement or after the MTR) or revised based on the M&E information.

185. Self-evaluation ratings presented in the PIR reports by the PMU were generally consistent among most of the respondents who provided feedback via the questionnaire. The IP generally tended to apply higher ratings than the UNDP and Regional Technical Advisor. The UNDP Pakistan Country Office ratings were slightly more critical with the RTA providing a balanced assessment. The ratings recorded in the MTR report are also consistent with the internal PIR ratings at the time of the review.

186. The Project has complied, with the conduction of annual audits and the presentation of PIRs, the presentation of the Quarterly and Annual Reports. The monitoring of co-financing was mostly carried out by the Monitoring and Evaluation Officer at the PMU. The revision dates within the "properties" of the Tracking tool files suggest these were updated at some point during the Project's implementation, however, no reference is made to them in any of the PIRs. The MTR assessment noted these could be improved on.

187. The Project invested significant amounts to create the requisite technical and institutional capacities to enable SFM and ensure that key information could be collated after the end of the Project. However, there was no mechanism to capture and compare improved capacities as the scorecard was not leveraged and while it would have been introduced late, a scorecard would have still been able to capture increased capacity generated via the 27 training sessions undertaken following the MTR. A pre / post training survey to gauge improvements was also not undertaken. Reference is made to Annex L providing a summary of capacity building investments and results.

188. Participatory field-based monitoring is also used by the Project in the form of reporting activities enabled by geo-referenced coordinates in designated WhatsApp groups by nigehbans. Digital channels using WhatsApp served a dual-purpose communication and monitoring tool, especially in Sindh province where this mechanism was implemented quite effectively.

189. With the exception of a Project Terminal Report, M&E implementation was consistent with the M&E plan; there were no significant innovations introduced and the Project did not adhere to the recommendation from the MTR regarding measuring capacity via a purpose-built scorecard.

UNDP implementation/oversight and Implementing Partner execution, overall project implementation/execution, coordination, and operational issues

Overall Project Implementation / Execution rating: **(4): MODERATELY SATISFACTORY**

Evidence

✔ UNDP supervision/oversight role was hands-on with support to the IP and to the Project seen as

generally good and it exercised appropriate checks and balances and sound judgement

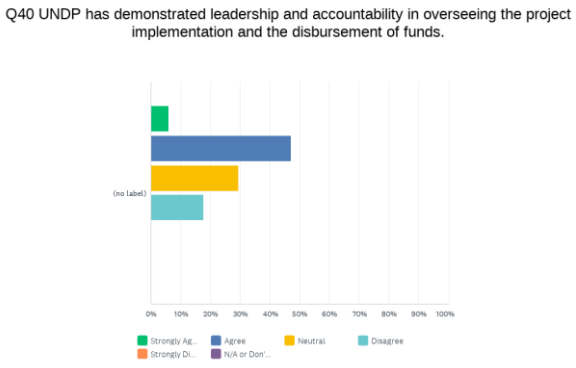
- ✔ MoCC fostered strong ownership and made substantial contributions to the institutionalization of carbon sequestration measures under Outcome 3
- ✔ Strong and committed management arrangements led by a small but mighty PMU which enjoyed continuity throughout the Project's entire duration
- ✘ Strained relationship between the IA and IP and the PMU has bred mistrust, led to delays and prevented the Project from achieving its full potential
- ✘ Insufficient ownership from and benefits to the provinces due to the Project's highly centralized model
- ✘ Insufficient independence of the PMU
- ✘ Late exit planning resulting in poorly planned and risky transition
- ✘ Shortcomings in paradigm shift with respect to stronger collaboration, cooperation and sustainability CBOs and with other key departments such as wildlife

UNDP Implementation/Oversight rating: **(5): SATISFACTORY**

190. Execution arrangements were for the most part consistent and aligned with the Project Document, but their operationalization led to a number of significant deviations from the vision in the original design. UNDP played a leading role as Implementing Agency throughout the Project lifecycle. According to interviewees, UNDP has provided adequate quality support since the Project was first conceived during its ideation phase together with IUCN, supporting the preparation of the project proposal, following up on the project appraisal, and later accompanying on the start-up, oversight, and very hands-on implementation supervision.

191. Although the sentiment was not shared by all those interviewed, in general terms, testimonies mostly considered the valued contribution of UNDP which provided quality support to the implementing partner and to the PMU. This was supported by questionnaire results where more than 50% of respondents either strongly agreed or agreed that UNDP demonstrated leadership and accountability. Just over 15% of respondents did not agree with this statement.

Figure 16. Questionnaire Feedback on the UNDP Leadership and Accountability in Overseeing Implementation and Funds Disbursement



192. Despite being designed as a NIM project, in practice, UNDP played an enhanced role in supporting and monitoring in-country implementation. Interviews confirm that UNDP played an active role in coordinating with other projects, its portfolio approach maintains coherence and consistency with national policies as well as synchronizes with the emerging trends and priorities from UN conventions and the GEF's programmatic approach to SFM. UNDP´s staff participated in different seminars, meetings, and events organized by the Project; it brokered discussions during the AWP to ensure the

vision articulated in the Project Document was anchored to realistic and purposeful activities. Its added value was acknowledged through the holistic approach that integrates a wide range of different development challenges. UNDP also demonstrated a clear comparative advantage and the capacity and network to draw on international best practices in the areas of both community-based forest management and gender mainstreaming, as well as in the complex and evolving areas of landscape management and carbon sequestration.

193. A number of stakeholders at national and provincial level noted that UNDP's insistence on reverting back to NIM arrangements in June 2021 and willingness to hold back funds – in an attempt to underscore that the Project should comply with more stringent government regulations rather than PCOM - has been an impediment to realizing the Project's core Objectives and the realization of all outcomes within the given time frame. While administrative in nature, the implications have spilled over to operations. These stakeholders note that an understanding between the Ministry of Climate Change, Economic Affairs Division and the UNDP Country Office at the outset of the Project was reached. While the TE consultant team has noted evidence of UNDP's tacit support of PCOM in a number of audit responses and PB minutes, a 2013 guidance note developed by the GoP together with UNDP is unequivocal that the NIM manual based on UNDP's global Programme and Operational Policies and Procedures (POPP), supersede all other implementation modalities. This leads the TE consultant team to believe the real draw and insistence on using PCOM was its more pliable rules and favourable terms on issues such as sole sourcing of contracts and Daily Subsistence Allowance, as opposed to the GoP's more stringent procurement, financial and administrative rules.

"THE PROJECT WAS DESIGNED AS NIM AND SHOUD HAVE BEEN IMPLEMENTED AS SUCH THROUGHOUT. THE RULES WERE CLEAR FROM THE OUTSET"

"THE RULES ARE AN OBSTACLE. WE NEED TO GET THE JOB DONE BY ANY MEANS NECESSARY"

- STAKEHOLDER VIEW ON IMPLEMENTATION MODALITIES

"THIS GUIDANCE NOTE, TOGETHER WITH THE NIM MANUAL, REPLACES THE PROJECT CYCLE AND OPERATIONS MANUAL (PCOM) USED BY THE UNDP-SUPPORTED NIM PROJECTS IN PAKISTAN. THE RULES AND REGULATIONS DETAILED HERE TAKE IMMEDIATE EFFECT FOR ALL NEW PROJECTS. THE NIM MANUAL IS BASED ON UNDP'S GLOBAL PROGRAMME AND OPERATIONAL POLICIES AND PROCEDURES (POPP) AND WILL BE SUBJECT TO PERIODIC REVIEWS AND REVISIONS. ADHERENCE TO THESE PROCEDURES IMPLIES THAT UNDP AND THE GOVERNMENT IMPLEMENTING PARTNERS AGREE THAT SUCH CHANGES WILL COME AUTOMATICALLY INTO FORCE"

- GUIDANCE NOTE (2013)

194. It was also mentioned to the TE consultant team that there were occasional operational challenges in harmonizing the views of UNDP and the MoCC and Provincial Forest Departments about the planning of activities during the AWP, which in some cased turned out to be a drawn-out process and at times shaved months off implementation. The PMU did important work and played a unifying role to meet the goals of the Project, bringing together both perspectives. The RTA played a strong technical support role,

"NO AUTHORITY OR PERSON COULD MAKE ANY CHANGE IN THE WORK PLAN WITHOUT APPROVAL OF THE PROJECT BOARD. THE IP EXHIBITING GOOD FAITH AND FOR THE SAKE OF THE PROJECT SUCCESS, AMENDED THE APPROVED AWP 2020 THREE TIMES ON THE REQUEST/OBSERVATIONS OF UNDP. THE PROJECT TEAM PROVIDED ALSO THE DOCUMENTARY PROOF TO UNDP THAT ALL THE ACTIONS PLANNED WERE IN LINE WITH THE PROJECT DOCUMENT. HOWEVER, THE UNDP WASTED SIX CRUCIAL MONTHS OF THIS IMPORTANT GEF FUNDED PROJECT IN SIGNING OF THE AWP WHICH WAS DULY APPROVED BY THE PROJECT BOARD UNANIMOUSLY INCLUDING THREE REPRESENTATIVES FROM UNDP. BESIDE ADVANCE FUND REQUESTS SUBMITTED SEVERAL TIMES TO UNDP, BUT THE PROJECT DIDN'T GET THE FUNDS IN THE FIRST TWO QUARTERS AGAINST THE APPROVED ANNUAL WORK PLAN"

- EXTRAORDINARY PROJECT BOARD MEETING 20 JUNE 2020

often acting as a sounding board to both the UNDP Pakistan Country Office and the PMU, including: providing clarification on technical concepts in the Project Document when required, advice on matters relating to the achievement of project outcomes, risk management, guidance on adaptive management approaches through recommendations in the PIRs, and on administrative procedures.

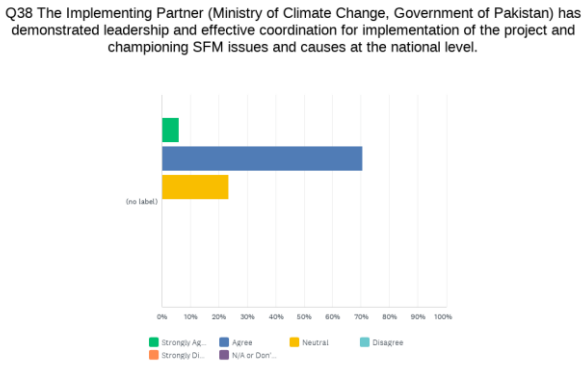
Implementing Partner execution rating: **(4): MODERATELY SATISFACTORY**

195. MoCC, as the national Implementing Partner, also played an important role in the implementation of this Project as the main government anchor point. Additionally, as the Chair of the PB, through the Secretary of MoCC, it was responsible for providing leadership in guiding the implementation of the Project. Overall, MoCC played an important facilitator of the Project at national level and aggregator of its results. It also provided the government/institutional context for the legitimization of project supported activities; including the enabling environment for forest working plan codes, monitoring guidelines and other norms developed with the support of the Project, as well as the adoption and proliferation of the new SFM concept to be implemented in high-value conservation forests initially across the 7 landscapes and for its upscaling of approaches through the TBTT-P.

196. Interviews and results of the online questionnaire both confirmed the majority of stakeholders felt that MoCC provided the necessary leadership and support for the implementation of the Project, providing appropriate focus on results, timelines and institutionalization. Based on its previous “readiness” experience on REDD+ and implementing other climate sequestration projects with biodiversity conservation benefits, the IP was able to establish and maintain strong linkages with academic and research institutions and leverage key NGOs such as IUCN for critical strands of work.

197. Despite all the government changes and turnover that occurred during the first half implementation of the Project, including a national election, 4 National Project Directors and a revolving cadre of different Chairs of the PB, and to a lesser extent several PPCs, the TE consultant team has noted a reasonably good relationship between UNDP and the Implementing Partners of the Project, including MoCC, up until the MTR. There is no doubt that these relationships, until they broke down, were conducive to an effective collaboration in implementing the Project. The TE consultant team also note the disruption to momentum caused by the turnover of resources forcing the PMU to circle back and ensure a shared understanding of the Project’s scope and vision with new senior leadership.

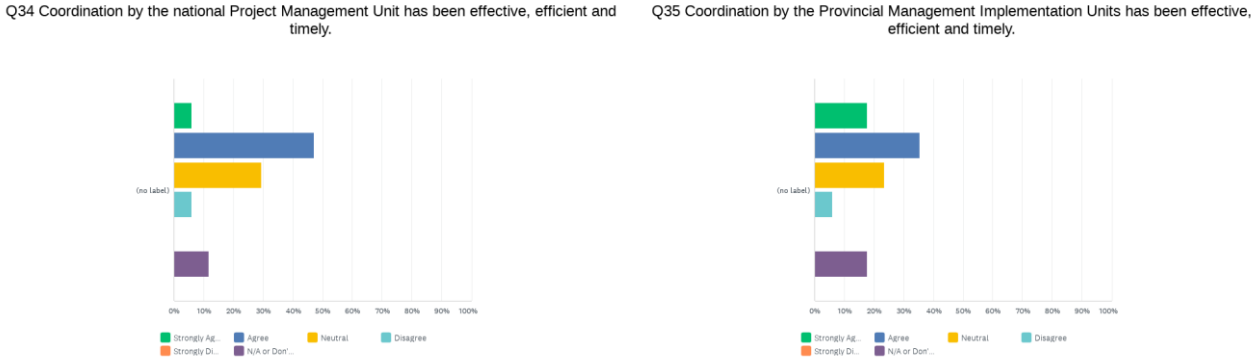
Figure 17. Questionnaire Feedback on the Leadership and Coordination Provided by the MoCC in Implementing the Project and Championing SFM

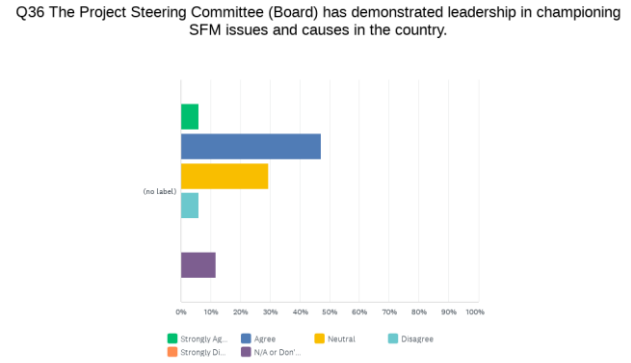


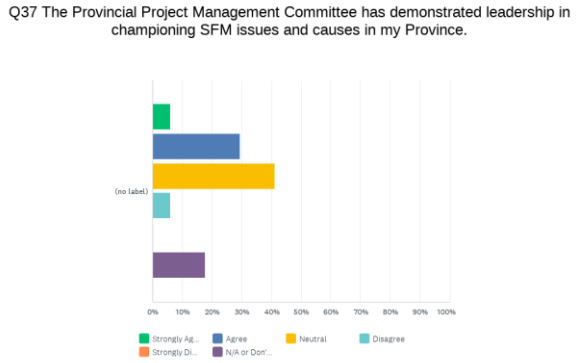
198. The Project benefited from a capable and passionate PMU, headed by a former forestry department staff as the NPM, a Financial and Administrative Officer, and a Monitoring and Evaluation Officer with experience in no fewer than 5 UNDP-implemented projects. The PMU was supported in the 3 provinces by PMIUs headed by PPCs. Turnover among the PPCs and Provincial Project Directors was brought to the attention of the TE consultant team and some interviewees argued that staff turnover, both within the team and among the different stakeholders involved in the Project’s implementation, may have affected overall performance, considering the learning curve needed to catch up with a complex Project and the range of tasks being performed by the PPCs beyond their scope, such as community engagement. Some of the on-the-ground interventions implemented directly by the PMIUs (especially in KP and Punjab) through the contractors against the spirit of the Project's design, raised questions of ownership and sustainability of such interventions. The continuity of the PMU since the beginning of 2017 was certainly a positive enabler for the Project, and enabled it to have a continual grasp of the big picture and coordinate effectively with the PMIUs.

199. The TE consultant team has found the direct technical support to the PMU was insufficiently aligned with the volume of work and coordination required, especially considering the additional tasks taken on that were the designed to be the responsibility of the IP, Provincial Forestry Departments or Provincial Project Management Committee. The sub-partner organizations were tasked with delivering most of the project outputs; however, considering few primary stakeholders and many activities, it would have been advisable to have had additional technical support positions embedded within both the PMU and PMIUs. Shortcomings that were identified in the Midterm review and PIRs, and reconfirmed in the TE include inconsistent engagement with key provincial stakeholders, room for improvement on M&E, and reporting on project progress and sharing of knowledge and lessons learned, as well as insufficient community engagement, including women’s empowerment.

Figure 18. Questionnaire Feedback on the Effectiveness of the PMU, PMIUs, Project Board and Provincial Project Committee







200. Regarding governance, the Project's main oversight body was the PB, chaired by the head of the Executing Agency (Secretary, MoCC) and its membership included the NPD (Joint Secretary (Admin), MoCC); UNDP; EAD; the Secretaries of the Forest, Environment and Wildlife Departments of the three provinces; and the three PPDs. The PB has convened 8 times since Project start (including 1 unplanned extraordinary sitting to discuss delays in replenishment of Project accounts). The Project Board functioned more as another layer of reporting and the approval of AWPs. A review of the meeting minutes suggests it did not champion to remove bottlenecks and did not play an active role in over-seeing the project execution and determining efficacy and relevance of some of the project interventions, i.e., establishment of horse stable in Siren Landscape of KP. Notwithstanding, many stakeholders appreciated its formal role as evidenced by the results of the stakeholder questionnaire in Figure 18. Moreover, the representation at the Project Board was confined only to the key partners diverging from the original Project design. The Project Board should have met bi-annually as mandated by the Project Document.

"THE VILLAGE DEVELOPMENT COMMITTEES ESTABLISHED BY THE PROJECT IN THE KAGHAN LANDSCAPE ARE NO LONGER FUNCTIONING OR OPERATIONAL"

"THE GOVERNMENT ISSUED OPERATIONAL AND GOVERNANCE RULES FOR KHYBER PAKHTUNKHWA JOINT FOREST MANAGEMENT COMMUNITY PARTICIPATION RULES, (2004), BUT THESE WERE NOT FOLLWED BY THE PROJECT"

- STAKEHOLDER FEEDBACK ON OPERATIONAL ISSUES RELATED TO LOCAL COMMUNIITES

201. Provincial Management Committees (PMCs) coordinated project implementation in the three provinces with similar mandates and a comparable agenda as the PB. PMCs in different provinces were established at different times in the Project but they are not headed by the Provincial Planning and Development Departments as stipulated in the Project Document. The PB and the PMCs were considered effective in guiding project implementation as noted by 3 and 2 interviewees respectively, however, in the assessment of the TE consultant team the non-inclusion of the planning departments and other land-based line departments represented a hindrance towards establishing cross-sectoral landscape management in the targeted landscapes, as well as a shortcoming from a sustainability perspective. Therefore, PMCs have not functioned as envisioned per the Project's design and failed to play their pivotal role raising risks on the longevity and sustainability of investments.

202. The TE consultant team highlights the following operational issues which have restricted progress:

- There has been less focus than envisaged in the Project's design on social mobilization and involvement of local communities, local CBO-Support, NGOs, Rural Support Programmes (except in Sindh Province), and private sector engagement; a job which fell onto the role of

PMIUs as opposed to Provincial Management Committees and Provincial Forest Departments;
- There have been lamentable musings during several of stakeholder consultations regarding too much control exerted at the national level over the Project, as opposed to the provinces where benefits were expected to accrue, as well as the Project being represented at an administrative level rather than technical one;
- Different / competing visions of SFM have affected operational implementation and how different elements of the Project are perceived (i.e., though successful, the nigehbahn model in Sindh province was not appreciated equally by some partners);
- Many of the project interventions and results were targeted for conserving forest biodiversity and managing wildlife populations and PAs, whereas the provincial Wildlife Departments were not formally made responsible for execution of on-the-ground wildlife related activities. This created a sense of indifference and lack of ownership of those interventions, and created risks going forward from a sustainability perspective. Based on some of the consultations the TE consultant team noted a palpable sense of resentment from wildlife departments;
- While certainly a prime example of replication and upscaling to restore large tracts of forest landscape, the GoP's TBTT-P flagship initiative has inadvertently overshadowed the UNDP-GEF SFM project since the MTR, and diverted attention and interest away from completion of pending on-the-ground project activities;
- High enthusiasm and ownership have not translated into political expediency to completing / approving key deliverables such as the 7 landscape management plans and updated Working Plan Codes which are still pending at the time of writing TE report;
- There has been a consistently strong working relationship between PMU and PMIUs and provincial forestry departments, but the PMU while being very "hands-on", could have been more independent to take a more balanced approach for engaging all relevant stakeholders i.e., provincial Wildlife Departments. The relationship between the PMU and the UNDP Pakistan Office has been and continues to be strained, which often led to delays in resolving thorny issues and releasing quarterly tranches to the PMU;
- Maturity of project management processes, including ongoing risk and issue management and out-of-the-box adaptive management, as well as quality and completeness of reporting could be improved with a few examples of the latter;
- Deviating from the Project's design, the PMU took on functions of the PMIUs (i.e., overseeing the wireless and GPS-based communication system) calling into question the process for division of responsibilities;
- Inconsistent ownership by communities and a weak community engagement model threatens sustainability of results.

Risk Management, including Social and Environmental Standards (Safeguards)

203. In terms of Project risk management, the UNDP Pakistan Country Office routinely updated and monitored all the 10 project risks in the Atlas risk register (1 substantial, 5 moderate and 4 low risks), as well as the corresponding risk treatment activities for each. COVID 19 was included as a new risk to the original 9 identified in the Project document.

204. The risk related to financial management identified in 2020 following the HACT audit finding and noted in the 2020 PIR was not updated/reported in the 2021 PIR with the follow-up action plan that was prepared to address the audit issues and SPOT check recommendations deemed to have been effective to improve the financial management which culminated in a meeting on 15 June 2021 to close all remaining financial risks.

Table 23: Evolution of the Project's Risk Profile		
PIR No.	**Risk Profile**	**Critical Risks**
2017	Low	• No critical risks have been identified in the current reporting period hence no risk management measures have been suggested.
2018	Low	• The Project's risk rating for the current reporting period is low. In the beginning of 2018, PMU has proposed shifting the project sites on the request of Punjab Forest Department, and this has been endorsed by the Project Board based on the reasons provided by the provincial partner and field assessment conducted by the project manager and UNDP CO; • PMU and the CO must be vigilant of any new environmental and social risks associated with the new project site.
2019	Moderate	• "Boundaries' conflict between state owned and communities' owned forests". In pursuing the issue to prepare management plans, the stated conflict was observed as a major risk due to which the Project was not able to implement any of its intervention freely at the targeted areas. To solve this issue once for all, the UNDP-GEF SFM project hired the services of Survey of Pakistan (SoP), an independent and autonomous government department, to delineate all the state-owned forests at the selected sites of the Project. SoP completed delineation of these forests and erected boundary pillars around all the state forests in the selected landscapes. This exercise not only solved this problem forever but also recovered the state forest land grabbed by the people used for agriculture purposes; • While the risk has been reported to be resolved by delineating state-owned forest lands from privately owned, but it cannot be fully ruled out that this might possibly trigger conflicts with the community members or disadvantaged groups who must have been removed from the land that they previously occupied. The CO and project team must ensure that any grievances expressed by the affected community as a result of project intervention are considered and complied with a proper procedure of grievance redressal mechanism.
2020	Low	• As such the Project faced no risk in implementation of the planned activities at the targeted landscapes which are listed in the Project's UNDP risk register. Only the problem in the report of the audit team in which they raised objections to the record of the Project's co-partners which they didn't visit. The Project is not accepting those remarks/findings and requested UNDP to conduct an audit of those remaining in office again; • The Project underwent a NIM audit in April 2020 covering the period from 1 January to 31 December 2020. Number of observations have been made by the auditor mainly on expenditure not supported by vouchers and supporting documents; missing supporting documents and no evidence of approval of work performed; amendment of project management not supported with formal approval; issues with service delivery notes. This poses serious risks to the Project in terms of its financial management.
2021	Low	N/A

205. The TE consultant team has noted evidence of the PMU updating the Environmental and Social Screening Summary document, based on a query of the document properties and history of edits. As for the social and environmental risks, no new/critical risks were identified during Project

implementation and the Project team did not receive any complaints/grievance from the stakeholders. Rationale provided was that interventions were initiated through a consultative process with the stakeholders at the national, provincial, local level and with NGOs and academic institutions.

206. The TE consultant team notes that risks were not discussed at PB meetings per best practice. The maturity of risk management practices could have been more robust and largely fell on the UNDP Pakistan Country Office. The Project made a reasonable attempt to keep risks current and it is reassuring to see the Environmental and Social Screening undertaken during implementation.

C. Project Results

Progress towards objective and expected outcomes

207. Evaluation of the achievements of results in terms of attainment of the overall objective as well as identification of Project's outcomes and outputs in line with UNDP / GEF TE guidelines were the two main areas the TE consultant team focused on. For this, the performance by the outcome is analyzed by looking at three main aspects as identified by the UNDP/GEF evaluation guide: (i) general progress towards the established baseline level of the indicators; (ii) actual values of indicators by the end of the Project vs. designed ones; and (iii) evidence of relevance, effectiveness, and efficiency of the results as well as how this evidence was documented.[28]

208. Below is the rating for the achievement of the project objective and three outcomes, with an accompanying evaluation and commentary preceding each table - where appropriate - of the achievement against each associated target in the Strategic Results Framework (**Met**, **Partially Met** or **Not Met**).

Progress towards the Objective

Achievement Against the Overall Objective rating:	**(4): MODERATELY SATISFACTORY**

209. The summary of the evaluation of the attainment of the objective of the Project is presented in Table 24 The assessment of progress was done based on observations, findings, data collection and interviews with key stakeholders, data provided in the Project's reports, and technical reports reviewed.

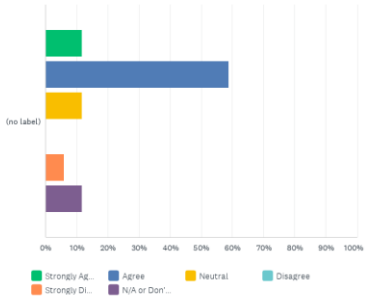
210. The Development Objective is comprised of 3 corresponding indicators. To summarize, 1 indicator was just shy of its end-of-project carbon sequestration target but for all intents and purposes at 98% achievement can nonetheless be considered as realized, another target with respect to forest management plans was partially achieved and the final indicator on the forest area managed for multiple sustainable forest management and ecosystem benefits has not been met.

211. In spite of the Project's mixed delivery against the objective-level indicators, results from the online questionnaire were overwhelmingly in favour of both the Project meeting expectations (> 70% of respondents strongly agreed and agreed with this statement) and perception that the core objectives and targets were met with no loose ends or gaps (~ 58% of respondents either strongly agreeing or agreeing with this statement with the remainder wither neutral or did not know).

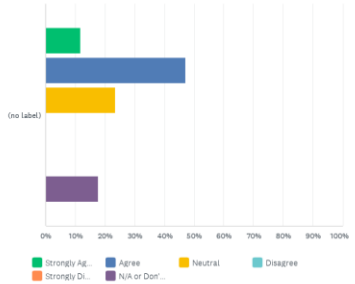
[28] TE guidelines, pp 51-52.

Figure 19. Questionnaire Feedback on the Project Meeting Expectations and Achievement of Objectives

Q19 The overall implementation of the UNDP-GEF SFM project has met my expectations.



Q41 The project has achieved its main objectives and achieved its key targets with no gaps or loose ends.



Indicator Met	Indicator Partially Met	Indicator Not Met

Table 24: Progress Towards Objective

Objective: *Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services*

Indicator	Baseline	End of project target	Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)	TE Ratings and Comment(s)
Number of forest landscape management plans integrating considerations of biodiversity, ecosystem services, climate mitigation and community resource use (integrating sustainable forest management principles)	0	7	Seven draft management plans for the project sites were developed through active consultation with all relevant stakeholders of the project at the targeted landscapes in respective provinces. Total area covered under these plans is 114,490 hectares. List of the management plans developed is given below: 1. Chinji National Park in Punjab: 6073 hectares	**<u>PARTIALLY MET:</u>** • The TE consultant team notes that only **<u>six</u>** draft management plans for the project landscapes, covering 114,490 hectares, were developed through outsourcing this activity to individual consultants and to IUCN; • The TE consultant team notes the management plan for the Kallar Syedan and Kuhata pine forest landscapes was compiled as "Forest Management Plan for Rawalpindi North

Table 24: Progress Towards Objective				
Objective: *Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - no terminal report made available)**	**TE Ratings and Comment(s)**
			2. S focrubrests areas in Chakwal in Punjab: 7541 hectares 3. Conifer forests in Rawalpindi North, Punjab: 28,249 hectares 4. Kot-Dhingano Lakhat forest in Sindh: 6460 hectares 5. Riverine Forests at Sukkur in Sindh: 22,558 hectares 6. Kaghan area in KPK: 29,260 hectares 7. Siran area in KP: 14,349 hectares	Forest Division" covering both the project landscapes of pine forests, whereas a separate management plan was developed for Chinji National Park which falls in District Chakwal; • A rapid assessment of the efficacy of each of the management plans has surfaced marked differences between each, a range of quality and completeness between them with no harmonized framework established, suggesting consultants were not given standardized guidance on their structure and content. Reference is made to Annex M. • All landscape management plans have been outsourced and there is no supporting evidence of knowledge transfer made to the respective Provincial Forest Departments that will eventually have to implement them, if approved; • There is no clear timeline for their approval and when probed on an indicative timeline, timelines ranged from 1-2 months to 1-2 years. Several stakeholders

Table 24: Progress Towards Objective				
Objective: *Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
				anticipated the approval is slated as part of the follow-up concept submitted to the Green Climate Fund; • Based on consultations several of the plans were delivered extremely late and several months prior to operational closure, meaning they have not gone through a formal review and commenting by the PMU. The TE consultant team requested early on in the engagement commented versions and did not receive these. **Continuing concerns and risks:** • While the PMU noted that several of the landscape plans are being implemented, the TE consultant team reviewed and validated this against forecasted activities in the 2021-2022 ADPs for each of the 3 provinces (Forestry and Wildlife sector), and could not find any references to completion, approval or implementation of any of the forest landscape management plans; • From a governance perspective it remains entirely unclear at TE,

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Objective: *Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - no terminal report made available)**	**TE Ratings and Comment(s)**
				whether implementation mechanisms for 3 of the plans will engage local stakeholders, CBOs / NGOs and other land-based departments besides the Forestry and Wildlife Departments these stakeholders, or if it will follow a sectoral approach. The landscape management plans for Sindh (Kot-Dhingano Lakhat forest and Sukkur Riverine forest) being the clearest in this regard.
Total avoided and/or sequestrated carbon benefits over thirty-year period due to improved sustainable management of forests.	**N/A**	9,908,090 tCO2.eq	8,398,628 tCO2. Eq has been achieved due to improved sustainable management of forests as up to 31st December 2020.	**MET:** • Based on the terminal report compiled by Dr. Anwar Ali "Carbon Accounting of Activities of Sustainable Forest Management Project in Sindh, Punjab and Kyber Pakhtunkhwa", the total estimated the total carbon benefits achieved by the Project are estimated at 9,709,415 tCO_2-eq over a 30 a period of 30 years, having achieved 90% of the end-of-project target. However, a more granular assessment of the emissions avoided in high-conservation value forests (5,522,767 tCO_2-eq), carbon sequestered through reforestation (4,658,340 tCO_2-eq) and benefits realized through

Table 24: Progress Towards Objective				
Objective: *Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
				adaptation activities (115,278) equal 10,296,385 tCO_2-eq, exceeding the end-of-project target by 4%; • The estimated carbon sequestered by landscape type is: ○ Temperate Forests of KP = 4,985,837 tCO_2-eq ○ Riverine Forests of Sindh = 3,326,593 tCO_2-eq ○ Scrub and Coniferous Forests of Punjab = 1,983,955 tCO_2-eq **Continuing concerns and risks:** • The inconsistency of calculations has been a recurring theme for the Project with the UNDP Pakistan Country Office noting in the 2021 PIR noting "*The inconsistency in reporting of avoided emission data remains a question mark. Also, no concrete and evidence-based calculations are provided by the project*." While the TE consultant team has noted discrepancies in the calculations in the terminal report, the basis and underlying logic is sound; • The TE consultant team has noted strong

Table 24: Progress Towards Objective				
Objective: *Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
				regeneration in Sindh, whereas in KP and Punjab regeneration and reforestation were patchy and therefore, calls into question some of the assumptions made in the terminal report.
Extent in hectares of forest area managed for multiple sustainable forest management and ecosystem benefits	**0**	67,861 ha	Most of the interventions carried out by SFM project were adopted by the government through replication from its annual development funds. As it has been mentioned, the project prepared 7 management plans, follow up of which will be continued even after closure of the project because of its adoption by the relevant forest departments. For securing the multiple benefits of the ecosystem and through the project presence from various interventions, the impacts of these activities cover total 114,420 hectares land. Breakdown of this figure is mentioned below: 1. Chinji National Park in Punjab: 6073 hectares 2. Scrub forests areas in Chakwal in Punjab: 7541 hectares 3. Conifer forests in Rawalpindi North, Punjab: 28,249 hectares 4. Kot-Dhingano Lakhat forest in Sindh: 6460 hectares 5. Riverine Forests at Sukkur in Sindh: 22,558 hectares	**<u>NOT MET:</u>** • The repetition of the total hectares covered under the forest landscape management plans under this indicator includes an inherent dependency that those plans are being implemented to actively secure the ecosystem benefits. Since those plans have neither been approved by the corresponding Provincial Forest Departments, with a number of them still in draft form, this target has not been achieved. There is also not parsing out of the ecosystem benefits being managed and the corresponding area. • Most of the interventions carried out by the SFM project, particularly for forest restoration and regeneration, were adopted by the government through replication under the provincial annual development plans (ADPs). It is expected that

Table 24: Progress Towards Objective				
Objective: *Promotion of Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - no terminal report made available)**	**TE Ratings and Comment(s)**
			6. Kaghan area in KP: 29,260 hectares 7. Siran area in KP: 14,349 hectares	these interventions will be continued even after closure of the project, once the landscape management plans are adopted by the respective provincial forest departments. **Continuing concerns and risks:** • The reporting on this indicator underscores the observation made by the TE consultant team that there is misalignment between the information being reported against the indicator in question.

Progress Towards Outcome 1

Achievement Against the Outcome 1 rating: **(4): MODERATELY SATISFACTORY**

212. Under Outcome 1, the Project has **achieved the end-of-project target for a total of 4 indicators** and has **partially achieved the remaining 3 indicators**. Overall, the progress towards achieving Outcome 1 is considered moderately satisfactory by the TE consultant team, which is also consistent with the rating given at MTR.

213. Outcome 1 supported the generation of an impressive array of baseline biodiversity data on each of the targeted pilot landscapes, which is unprecedented in Pakistan. The magnitude of this achievement was underscored by IUCN who was tasked with establishing key monitoring parameters and noted that establishing benchmarks took much longer than anticipated because of the availability of data and dearth of information, as well as the need for a consultative approach. Another key legacy around which there was unanimous consensus has been they surveying and demarcation and construction / re-construction of boundary pillars - undertaken for the first time in history in Sindh Province - and this activity is being upscaled

in a remarkable manner by the Provincial Government as part of the TBTT-P as noted by three interviewees who also highlighted the indispensable role played by the Survey of Pakistan. Through this process, significant tracts of Reserve Forest were recovered, a future record established to prosecute encroachment from "land grabbers", forest inventories were completed, and impressive thematic mapping - partially relying on remote sensing analysis - was carried out. This inevitably generated a lot of conflict but the transparent conflict resolution framework envisioned in the Project Document could not be leveraged because it did not exist, although in fairness, it did undertake an analysis of conflicts and did invest time in resolving a number of the 20 conflicts identified.

214. Also under this Outcome, the Project prepared revised Working Plan Codes and forest monitoring protocols in all three provinces, though at the time of writing these still have not been approved by the respective Provincial Forest Departments. Per its design, the Project was to (i) review current forest conditions and use; (ii) map resource use areas and village locations, including livelihood patterns the resource dependencies; and (iii) conduct consultations with local communities on resource use to identify their needs and interests. Responding to this the Project undertook 25 assessments and studies (5 in Punjab, 10 in KP and 10 in Sindh).

215. The Project has been quite active with respect to training and capacity building, having conducted more than 86 workshops and training events (Ref. Annex L) during its lifetime. Key investments made at the Forest and Wildlife Training School Miani, in Sindh even though not part of the Project Document, will pay dividends going forward to new cohorts of forestry trainees and the enhanced curriculum and improved digital access to key literature are transformational in nature and a strong value-added. While the Project undertook a lot of capacity there is no way to compare the knowledge that has been imparted as the Project failed to either conduct pre / post training survey or leverage a capacity development scorecard as directed by the MTR and accepted by the PB.

216. Table 25 below articulates progress against the 7 corresponding indicators for Outcome 1. The TE consultant team notes that while the Project has been more successful at the Output level, progress has not translated uniformly at the Outcome level with reporting against the target referencing partially irrelevant information and data. There is also a lot of repetition which saps overall efficiency.

Table 25: Progress Towards Outcome 1

Outcome 1: *Embedding SFM into landscape-scale spatial planning*

Indicator	Baseline	End of project target	Status (as reported by the PMU in the 2021 PIR - no terminal report made available)	TE Ratings and Comment(s)
Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate	0	One set of SFM guidelines (for the three forest types included in the project) approved by Ministry of Climate	1. 1952 work plan codes were reviewed for the Sindh, Punjab and KPK Provinces.	**PARTIALLY MET:** • Existing Forest Work Plan codes were reviewed and

Table 25: Progress Towards Outcome 1				
Outcome 1: *Embedding SFM into landscape-scale spatial planning*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
risk mitigation and biodiversity considerations into forest management in Pakistan		Change and adopted by the provinces, by the fourth year of the project The end-of-project target should instead read: Working Plan Code per province formally approved by the concerned Provincial Forest Department, by the fourth year of the Project. TE comment on end of project target: The Project has not applied changes to the Project Results Framework uniformly. It has not updated this target per the MTR which was approved by the PB and has continued to report against this outdated target, but, in other cases it is not reporting on those which were removed per recommended changes.	2. SFM project through Survey of Pakistan, an authorized organization of the federal government of Pakistan, delineated the state forests land in the project landscapes and constructed boundaries pillars in order to overcome land grabbing issue in the future	updated for the Sindh, Punjab and KPK Provinces. These working plan codes are yet to be approved by the competent forums. **Continuing concerns and risks:** • The TE consultant team has noted misalignment between what is being reported against this indicator and the information that is actually required. A lot of superfluous information has been reported on boundary pillars and management plans that is repeated from other indicators. • Even after the end-of-project target was changed in 2019 and approved by the PB, the PMU has reported against the indicator in the 2020 PIR as opposed to progress against the working plan codes, for example: ○ "*Three management plans were prepared: 1) Management plan for the Scrub forests in Chakwal; 2) Management plans for Chir Pine forest in Rawalpindi North; and 3) Management plans*

Table 25: Progress Towards Outcome 1				
Outcome 1: *Embedding SFM into landscape-scale spatial planning*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
				for the Chinji National Park in Chakwal." (PMU update in the 2020 PIR); ○ "*As first step towards preparing the management plan, the foremost task the project felt to overcome the dispute boundaries between the forest departments for the state forests land with the people having the land adjacent to forest land.*" (PMU update in the 2020 PIR).
Number of forest landscapes completed forest inventory and maps in support of sustainable forest management	0	7	Number of studies were conducted in order to establish baseline for making a comparison in future to assess effectiveness of the project's interventions in the area. In all 7 landscapes assessments studies were conducted with aim of establishing this baseline. More than 25 studies were conducted in order to serve this purpose. However, during 2020, a study on identifying the unsustainable resource practices in one of the landscapes of the project, Siran, was conducted. Moreover, maps of all landscapes including compartments boundaries were prepared	**<u>MET:</u>** • To underpin forest management and enable monitoring going forward, the UNDP-GEF SFM project, through Survey of Pakistan (an authorized organization of the federal government of Pakistan) undertook a landmark re-demarcated exercise and delineated the state forest lands in the project landscapes, followed by construction of boundaries pillars by the respective forest departments in order to overcome land grabbing issues in the future; • The following 25 studies were validated:

Table 25: Progress Towards Outcome 1

Outcome 1: *Embedding SFM into landscape-scale spatial planning*

Indicator	Baseline	End of project target	Status (as reported by the PMU in the 2021 PIR - no terminal report made available)	TE Ratings and Comment(s)

S/N	Studies' Name
1.	Ara, Diljaba and Parera Alien Invasive Species in Punjab
2.	Baseline studies of mamals in Perera, Dil Jaba and Ara Scrub Forest with reference to Mammals in Punjab
3.	Birds survey report Chakwal, 5-2-2018 in Punjab
4.	Chakwal SFMP Carabidae Baseline Report in Punjab
5.	Salt Range butterflies report in Punjab
6.	Alien species report of Mansehra in KPK
7.	Assessment of Mammalian Diversity in Kaghan Valley Through Camera Trapping in KPK
8.	Baseline studies of Kaghan Amphibian and Reptiles in KPK
9.	Baseline studies of Kaghan Small Mammals in KPK
10.	Baseline Study on Butterflies in Kaghan in KPK
11.	Baseline Study on Sharan Forest in KPK
12.	Report on Ground Beetle Fauna in Sharan Forest in KPK
13.	Sharan-birds report. Kabir docx in KPK
14.	Report on biodiversity Day in KPK
15.	Report on forest Day in KPK
16.	Avian-Dinganao in Sindh
17.	Avian-Sukkur in Sindh
18.	Herpeto fauna sukkur in Sindh
19.	Herpeto fauna Nawabshah in Sindh
20.	Mammals Nawabshah in Sindh
21.	Mammals Sukkur in Sindh
22.	Nawabshah Butterflies report in Sindh

Table 25: Progress Towards Outcome 1				
Outcome 1: *Embedding SFM into landscape-scale spatial planning*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
				23. Small Mammals Nawab Shah in Sindh 24. Small Mammals Sukkur in Sindh 25. Sukkur Butterflies Report in Sindh **Continuing concerns and risks:** • Absence of a clear strategy for dissemination of results in spite of the Project having been prolific with the production of reports and other communication material(s) is concerning. Inadequate focus on knowledge management has meant there is no clear path for the translation of information into knowledge. Most of the knowledge products, particularly baseline study reports remain unpublished, hence out of reach of many stakeholders and researchers.
Number of provincial/district level forest entities effectively applying consideration of the needs for biodiversity, climate mitigation, forest ecosystem services and community sustainable use	0	3	N/A: Indicator dropped following MTR recommendations.	**<u>No rating by the TE consultant team</u>**
Number of forest monitoring protocols to assess effectiveness of adoption for SFM in forestlands	0 (Existing practice, monitoring protocols used for recording forest violations and fires, not for consideration of ecosystem values and functions)	3 sets of monitoring protocols, one for each of the 3 forest types of pilots, approved by the Ministry of climate change and adopted by the provincial respective Forest Departments Per MTR changes, the end-of-project	Three (3) monitoring protocols for the Punjab, KP and Sindh were developed for assessing effectiveness of the SFM in its targeted landscapes. Along these documents' developments, the following	**<u>MET:</u>** • The TE consultant team has validated this to be correct; • Field verification by the national consultant noted that the MIS system is

Table 25: Progress Towards Outcome 1				
Outcome 1: *Embedding SFM into landscape-scale spatial planning*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
		target should instead read: 3 sets of monitoring protocols, are adopted by the respective provincial Forest Departments	achievements were also made: • GPS based monitoring systems are being developed in KPK and Punjab. Benefits of the systems are that all the forests' officials are connected with each other within the landscapes and helpful in overcoming the issues of illegal hunting and cutting of the forest. An MIS system has been developed and operational in Sindh.	operational in Sindh, whereas such a system yet to be operationalized in KP and Punjab; • Stakeholder consultations have revealed that the work to establish a credible baseline took significantly longer than expected due to a dearth in reliable data. The establishment of such a baseline is a foundational result in itself. **Continuing concerns and risks:** • The outsourcing model pursued by the Project to develop the monitoring protocol without any feedback loop to train Provincial Forest Department staff means that there will be insufficient capacity to develop future protocol.
Number of provincial and district staff trained in the use of ecosystem based planning tools	0	30	N/A: Indicator dropped following MTR recommendations.	**<u>No rating by the TE consultant team</u>**
Number of forest community members and private forest owners undergone technical and skills training and development in sustainable forest management	0	At least 200 (of which at least 10% are women)	Target of training the local communities has already been achieved. Total 34 events were held in which 1228 communities' members were trained on different aspects of the SFM. COVID-19 badly impacted the aspect of keeping regular contacts with local communities in order to build their capacities in 2020 and only three events	**<u>PARTIALLY MET:</u>** • Per Section IV A "Strategic Results Framework", the proposed amendment to this indicator following the MTR is not reflected in either the 2020 or 2021 PIR, in spite of its perceived redundancy by the MTR consultants. The

Table 25: Progress Towards Outcome 1				
Outcome 1: *Embedding SFM into landscape-scale spatial planning*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
			were conducted following the strict standard operating procedures (SoP) and trained only 116 communities' members.	Project has continued to report against this indicator which was impacted by COVID-19; • Since the Project has not removed this indicator per the recommendation and because it has not disaggregated the end-of-project target by forest community members **<u>and</u>** forest community owners **<u>and</u>** disaggregated these figures by gender, the TE consultant team believes it has only been partially achieved. Reference is also made to Annex L summarizing the capacity building efforts undertaken by the Project. A query of the target audience does not surface any training targeted towards private forest owners.
Number of Baseline assessment report on current unsustainable and sustainable resource use practices, state and/or condition of resources and baseline of key indicator species	0	At least seven baseline assessment reports completed, one for each forest landscape	Number of studies were conducted in order to establish baseline for making comparison to assess effectiveness of the project's interventions in the area. In all 7 landscapes assessments studies were conducted with aim of establishing this baseline. More than 25 studies were conducted in order to serve this purpose. However, during 2020, a study on identifying the unsustainable resource	**<u>MET:</u>** • A number of studies were conducted in order to establish baseline for making comparison to assess effectiveness of the project's interventions in the 7 project landscapes. **Continuing concerns and risks:** • The TE consultant team notes repetition and redundancy in the

Table 25: Progress Towards Outcome 1				
Outcome 1: *Embedding SFM into landscape-scale spatial planning*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
			practices in one landscapes of the project, Siran, was conducted.	information reported against this target, the end-of-project target asks for the number of baseline assessments in each forest landscape and corresponding data should have been disaggregated as such, but was not, underscoring misalignment between the information reported against the target.
Number of forest resource use conflicts effective resolved	0	At least 50% of identified and documented conflicts effectively resolved	**1. Punjab (7 conflicts):** i. Mining Department Vs Forest Department conflict due to improper waste water disposal in the forest by mining labor. ii. Local population Vs nomadic grazers' conflict on competing use of the same grazing lands. iii. Concrete industry Vs local population. iv. Wildlife Department Vs Mining Department, poachers are housed and facilitated by the miners. v. Forest department, Wildlife Department Vs Police. vi. Local population Vs Forest Department on illicit cutting, lopping, and firewood collection. vii. Local population on permit fees Vs Forest Department on deliberate forest fires. **2. Sindh (4 conflicts):** i. Inter and intra community conflicts	**<u>PARTIALLY MET:</u>** • Per the Project's design, the GEF alternative was intended to support the development of a transparent participatory process for resolution of key resource use conflicts, test participatory models at conflict management and establish a grievance redresser mechanism for management of conflict, and enforcement and monitoring of conflict resolution. The TE consultant team has not seen evidence of such a framework; • Notwithstanding, a total of 20 conflicts were identified during the outset of the Project (7 in Punjab, 4 in Sindh and 9 in KP). The TE consultant team has validated that most of the identified

Table 25: Progress Towards Outcome 1				
Outcome 1: *Embedding SFM into landscape-scale spatial planning*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
			ii. Community - outsiders conflicts iii. Community Vs Forest Department iv. Conflicts between Forest and Revenue Departments **3. KP (9 conflicts):** i. Conflicts on boundaries of Reserve Forest, Guzara forests & private lands ii. Seigniorage fee iii. Community participation. iv. Establishment of Village Development Committees v. Conflict on collection of windfall trees in Guzara Forests vi. Conflicts (Complaints) on issuance of timber permits in Guzara forest vii. Declaration of high pastures as National Parks viii. Conflict between local tribes/ communities on forest levies and on use rights. ix. Land use conflicts between local land owners & wildlife department.	conflicts were resolved through mutual meetings and discussions. Resultantly, communities owned all the project interventions and took keen interest in furthering the activities carried out at their areas. The mentioned conflicts didn't impact the project implementation, except in few cases, e.g., installation hydel power station at Jabbar, Siren landscape.
Number of comprehensive recommendations for scaling-up and replication of sustainable forest management approaches emanating from the project sites	0	One set each of best practices, successful models and composite recommendations developed by the project implementing provincial governments in consultation with the Ministry of Climate Change, adopted, publicized and supported in the country as part of future regular or development programs and shared widely through	The SFM interventions were not only appreciated by the government but owned for its replication through its annual development plans. Few major examples of these interventions owned and replicated by the government are given below: i. Formulation or protected areas act 2020 in Punjab ii. Rules for protected areas in Punjab	**<u>MET:</u>** • The TE consultant team has noted the following examples of scaling-up and replication: i. Promulgation of Protected Areas Act 2020 in Punjab; ii. Preparation of draft rules under the Protected Areas Act in Punjab;

Table 25: Progress Towards Outcome 1				
Outcome 1: *Embedding SFM into landscape-scale spatial planning*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - no terminal report made available)**	**TE Ratings and Comment(s)**
		case studies etc. Per MTR changes, the end-of-project target should instead read: **One set each of best practices, successful models and composite recommendations developed by the project implementing provincial and shared widely through case studies.**	iii. Punjab forest policy including a separate chapter on Sustainable Forest Management iv. State forest land demarcation v. Establishment of fire centres in the project landscapes vi. Sustainable forest management policy for Sindh vii. Management Information System (MIS) for forest management and monitoring in Sindh viii. Incorporation of SFM approaches in Prime Minister's Ten Billion Project initiative So far, the recommendation for replicating and up-scaling of the SFM approaches are concerned, the government intends to up-scale this through allocating US$ 10 million GCF fund for its continuation to cover other parts of the country also through carrying out the SFM activities.	iii. Updating Punjab Forest Policy, including a separate chapter on Sustainable Forest Management; iv. Re-demarcation of forest lands in project landscapes of KP, Sindh, and Punjab; v. Establishment of fire centres, one each in KP, Punjab, and Sindh; vi. Development of Forest Policy for Sindh; vii. Management Information System (MIS) for forest management and monitoring in Sindh viii. Incorporation of SFM approaches in Prime Minister's TBTT-P Also, replication and up-scaling of SFM approaches are referenced in the government's efforts to secure US$ 10 million from the GCF for the Project's continuation and replicating to other parts of the country.

Photo Gallery 2. Collection of Photos Reinforcing Ratings under Outcome 1

Photo 5: Community activists trained as Nigahbans (watchers) in a group photo with TE National Consultant in Sukkur Riverine Forests Landscape, Sindh

Photo 6: Boundary pillars installed after re-demarcation and retrieval forest land in Sukkur Riverine Forests Landscape, Sindh

Photo 7: Forest Fire fighting equipment displayed at Forest Fire Control Center, Shinkiari, Siren Valley Temperate Coniferous Forest Landscape, KP

Photo 8: TE team attending a briefing by a progressive farmer on establishing fruit orchid and tunnel farming as alternate livelihood options supported under the SFM project in sub-tropical pine forest landscape, Kallar Syedan, Punjab

Progress Towards Outcome 2

Achievement Against the Outcome 2 rating: **(4): MODERATELY SATISFACTORY**

217. Per amendments made to the SRF following the MTR, Outcome 2 was ultimately comprised of a total of 5 indicators of which the TE consultant team has assessed that 3 have been fully met at operational closure, 1 partially met and the remaining indicator not met. While the Project only reported against 5 indicators in the PIR and its reporting, the MTR recommended the addition of another indicator to capture the level community engagement vis a vis training on community organizational skills, community-based SFM, participatory monitoring, biodiversity-friendly livelihood development and sustainable management of locally relevant natural resources. The TE has not found any justification or formal decision overriding the consensus of the Project Board that the proposed amendments to the SRF should be adopted in full. In the words of the Chair of the PB "*the Project Board is the apex body to approve key documents in the presence of all stakeholders. No authority or person could make any changes without approval of the Project Board*".

218. The Project has made reasonable progress on strengthening biodiversity conservation in and around high conservation value forests. HCV forests have been delineated, with investments focusing more on infrastructure and revitalization training institutes and to a lesser extent on core biodiversity-conservation activities. Populations of key flagship species at each of the landscapes were assessed. A visible strength of the Project has been its focus on training and workshops on SFM. The capacity building on conservation and sustainable resource use has been impressive for forest department staff and adequate for communities, with insufficient focus on linkages to biodiversity conservation, improvement in household income and emphasis on sustainability. Finally, information used to report against the indicators did not fully disaggregate the data, where required by the corresponding targets.

"PAKISTAN IS WONDERFUL AT PRODUCING STRATEGIES, STUDIES AND PLANS, BUT WHEN IT COMES TO IMPLEMENTATION THINGS ARE MORE PROBLEMATIC. THE PROJECT SHOULD HAVE FOCUSED MORE ON DISSEMINATION OF INFORMATION AND CREATION OF KNOWLEDGE"

"A GAP HAS BEEN TRAINING OF FIELD STAFF. MORE EFFORT IS NEEDED AT PROVINCIAL LEVEL WHERE RESOURCES ARE LIMITED"

- STAKEHOLDER FEEDBACK ON OPERATIONAL ISSUES RELATED TO LOCAL COMMUNIITES

219. Tables 26 and 27 below highlight the progress against the indicators reported on in the PIR and an indicator that should have been reported on but was not.

Table 26: Progress Towards Outcome 2				
Outcome 2: *Biodiversity conservation strengthened in and around High Conservation Value Forests*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
Hectares of high biodiversity conservation value forests identified, designated and effectively managed for biodiversity and climate mitigation	0	At least 18,000 ha of Western Himalayan Conifer forests, 4,459 ha of sub-tropical evergreen thorny forests and 18,898 ha of riverine forests Per MTR changes, the end-of-project target should instead read: **At least 18,000 ha of Western Himalayan Conifer forests, 4,459 ha of sub-tropical evergreen thorny forests, 5,770 ha of Chir Pine forests, and 13,128 ha of riverine forests**	SFM project pursued biodiversity conservation over an area of 32,782 hectares: 8684 hectares in Punjab, where a national park and nature reserve were declared; 5345 hectares in Sindh where Hog Deer breeding centre has been established; and 18753 in KPK where the 5009 hectares in Kaghan, while 13744 hectares in upper Siran which is a home to 383 plants and 135 animal species. SFM Project through Pakistan Forest Institute (PFI) carried out different assessments in order to make an attempt for quantification of the services forest provide to the local people other than timber. Brief of the assessments is given below: A. Assessment of Walnuts production in Kaghan: It was found after conducting a detailed study that total of 16,929 walnut trees were physically measured in Kaghan valley. It is estimated that almost equal number would have been skipped during the physical measurement. The average production of walnut from each tree is estimated as 23 kg per season. The total production of walnut in the valley is estimated at 389,367 Kg (9,734 maund) per season. The average price of walnut fruit	**<u>MET:</u>** • The Project pursued biodiversity conservation over an area of 32,782 hectares, including: ○ 8,684 hectares in Punjab, where 2 national park and 2 nature reserves were declared; ○ 5,345 hectares of Reserve Forests were protected in Sindh for captive breeding and reintroduction Hog Deer; and ○ 18,753 in KPK where the 5009 hectares in Kaghan, while 13,744 hectares in upper Siran were protected, which are home to 383 plants and 135 animal species. • The following assessments were carried out by the Pakistan Forest Institute on the quantification of ecosystem services that forests provide to the local people other than timber: ○ Assessment of Walnuts production in Kaghan Valley with total value estimated at Rs. 62.298 million per year; ○ Assessment of soil erosion in scrub forests in District Chakwal, where it was shown that

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Outcome 2: *Biodiversity conservation strengthened in and around High Conservation Value Forests*				
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			received by the tree growers is Rs. 160 per kg. Thus, the total value of walnut is estimated as Rs. 62.298 million per year. B. Assessment of soil erosion in scrub forests at Chakwal: Sediment yield recorded from the erosion plots established on forest, agriculture and barren land given in following Table. The highest sediment yield was recorded as 2.29 t/ha/year from barren land followed by 1.32 t/ha/year from agricultural land and the lowest runoff was recorded from forest as 0.52 t/ha/year. This shows that sediment yield from forest is 4 times less than barren land and 2.5 times less than agricultural land. Sediment Yield (t/ha/year) i. Year ii. Land use iii. Barren iv. Agriculture v. Forest vi. 2019 vii. 2.77 viii. 1.13 ix. 0.40 x. 2020 xi. 1.81 xii. 1.50 xiii. 0.64 xiv. Average xv. 2.29 xvi. 1.32 xvii. 0.52 C. Assessment of Pasture Productivity in Chakwal and Coniferous Forest Area of Kahuta and Kallar Syedan, Rawalpindi: Details of findings	○ that sediment yield from forest are 4x less than barren land and 2.5x less than agricultural land; ○ Assessment of Pasture Productivity in Chakwal and Coniferous Forest Areas of Kahuta and Kallar Syedan, Rawalpindi, where total carrying capacity of grassland was estimated at 18.85 animal unit. Maximum forage production was recorded in June as 3,380 kg per ha which can support grazing of 12.52 animal unit per ha; ○ Assessment of Household Energy and Fuelwood Consumption in Siran Valley, KP, where it was found that 218,261 maund or 8,730 tonnes of fuelwood per year is consumed in the valley, with the highest fuelwood consumption estimated in Devli village at 67,017 maund followed by Jabori village at 65,470 maund; ○ Species-wise mapping of Reserve Forests of Kaghan Valley ○ Two model fruit orchards were

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Outcome 2: *Biodiversity conservation strengthened in and around High Conservation Value Forests*				
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			gained from the study are briefly given below: Average forage production (air dry) was recorded as 2,713 kg per ha in Kallar Syedan. The total carrying capacity of the grassland was estimated as 10.03 animal unit. Maximum forage production was recorded in June as 1616 kg per ha which can support grazing of 6 animal unit per ha. Detail is given in the following Table. Month Fresh Weight (Kg Per Ha) Air Dry Weight (Kg Per Ha) Carrying Capacity (AU per Ha) June 2172 1616 5.98 July 1095 504 1.86 August 1335 297 1.10 September 695 296 1.09 Total 5297 2713 10.03 Average forage production (air dry) was recorded as 5091 kg per ha in Chakwal. The total carrying capacity of the grassland was estimated as 18.85 animal unit. Maximum forage production was recorded in June as 3380 kg per ha which can support grazing of 12.52 animal unit per ha. Detail is given in the following Table. Month / Fresh Weight (Kg Per Ha) / Air Dry Weight (Kg Per	established at Miani Forest School and Keti Shah Forest area in Sukkur over an area of 8.1 hectares and 4 hectares, respectively, as well as 2 hectares of fruit orchard established by local communities at Kot Dhingano Riverine Forest landscape for which the Project has provided saplings and finally, a forest nursery with 50,000 saplings of fruit trees has also been established at Miani Forest land. ○ The Project reported a Chinkara breeding centre by the TE consultant team observed this not to have been established or a viable intervention; ○ In Pine forests landscape at Rawalpindi North, two fire squads were deployed in order to overcome the threats of forest fires, who also carried out seed dibbling activities; ○ Conservation of forest biodiversity, and promotion of ecotourism at Chinji National Park; ○ References to information centres, watch towers, signage, car park etc. do not

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			Ha) / Carrying Capacity (AU per Ha) June 4985 3380 12.52 July 1155 557 2.06 August 2130 704 2.60 September 960 450 1.67 Total 9230 5091 18.85 D. Assessment of Household Energy and Fuelwood Consumption in Siran Valley, KP: An assessment survey was conducted in Siran to evaluate fuelwood consumption in the valley. It was found in the survey that 218,261 maund or 8,730 tonnes fuelwood per year is consumed in the valley. The highest fuelwood consumption was estimated for Devli village as 67,017 maund followed by Jabori village as 65,470 maund. Total Fuelwood Consumption UC Households Fuelwood Consumption (maund/HH/month) Fuelwood Consumption (maund/year) Bhogarhmang 2,625 12.47 32,734 Devli 2,445 27.41 67,017 Jabori 3,000 21.68 65,040 Sachan 2,286 23.39 53,470 Total 10,356 21.24 218,261 1 maund = 40 kg	belong or contribute to this target; ○ Total of 46 Nigahbans were engaged for protection of high conservation value forests and maintenance of Forest Inspection Hut, Hog deer enclosures, wetland at both Sukkur and Kot Dhingano-Lakhat landscapes in Sindh. The field staff of Sindh Forest Department and Sindhica Reforms Society monitors the duties of these Nigahbans (watchers). The TE consultant team notes that the Nigahban system in KP was abandoned two and half years ago, where only a few Nigehbans were deployed in Punjab; ○ References to a documentary do not belong or contribute to the target; ○ Constructed a hut at Nadi Bangla in Naga Reserve Forest of Kaghan Forest Landscape which was designated as Research and Monitoring Center for forest and wildlife departments, research institutions and

Table 26: Progress Towards Outcome 2				
Outcome 2: *Biodiversity conservation strengthened in and around High Conservation Value Forests*				
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			E. Specie-wise Mapping of Reserve Forests of Kaghan Efficient forest planning and management require up to date maps of the forest areas at compartment level. A study was conducted to develop species wise maps at compartment level for SFM Landscape of Kaghan, indicating spatial distribution of different forest/tree species. This includes 20 compartments of Kamal-ban Reserve, 18 compartments of Nagan Reserve, 17 compartments of Manshi Reserve, 19 compartments of Malakandi Reserve and 32 compartments of Nuri Bichla Reserve forests. F. Two Model Fruit Orchards were established at Miani Forest School and Keti Shah Forest area in Sukkur over an area of 8.1 hectares and 4 hectares respectively. In addition to this, 2 hectares of fruit orchard was also established by local community at kot Dhingano Riverine Forest landscape for which the SFM Project has provided the saplings. Moreover, 50,000 fruit trees nursery has also been established at Miani Forest School. One solar tube well of 15 Horse Power (HP) was also procured for irrigating the fruit orchard and nursery raised at the Miani forest school area.	universities; o Moto tunnel does not contribute to this target as it was undertaken outside the Project landscape; o A pictorial book on important wildlife species found in Kaghan Valley was developed for creating awareness and promotion of eco-tourism in the region.

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			G. Chinkara was used to be one of the important wildlife species of scrub landscape which has diminished over a period of time. It was planned to establish a breeding center for subsequent release of animals in the wild. The establishment of breeding center is planned in consultation with the local Community Based Organization on private land. The CBO shall be responsible for its subsequent maintenance and supervision after closing of the project. The establishment of the centre is being underway. H. In Pine forests landscape at Rawalpindi North, two fire squads were deployed in order to overcome the threat of fire usually occurring during summer season. Both the squads' members were from the communities living there. In addition to act as fire protecting squad, the members also carried out seed dibbling. I. Constructed two additional rooms at Kallar Kahar Forest Rest house in Chakwal Forest Division. J. Chinji National Park is located in district Chakwal over an area of 6073 hectares. The work carried out at the park is aligned with the outcome of High Conservation Value Forest of	

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			the SFM Project. The following activities were completed at the park for promotion of ecotourism in the protected areas: K. Information Centre L. Office of Park Manager M. Washrooms N. Sheds O. Watch Tower P. Parking Area Q. Signage R. Access Road through the Park S. Mini Dam for rainwater harvesting The Park was then formally inaugurated the Federal Minister of Climate Change. T. Twelve Nigahbans are being engaged for protection of identified high conservation value areas and maintenance of Forest Inspection Hut, Hog deer enclosure, wetland at both landscapes in Sindh. The field staff of Sindh Forest Department and Sindhica Reforms Society monitors the duties of Nigahbans (watchers) engaged at both the landscapes.	

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			U. SFM Project at the PMU level hired a consultant to prepare a documentary of all the interventions the project has carried out since its inception. Consultant started its shooting for the documentary from KP landscape, where he spent 6 days (1st to 30thth October). Then he went to the SFM Punjab landscape, where he covered the interventions at Chinji, Chakwal, Kalar Kahar and Kahota. He covered the Punjab landscape in 5 days (21st to 25th December). The work in Sind province will be completed in 3rd quarter 2021 when there is full flood in the area. V. Constructed a hut at Nadi Bangla in Naga Reserve Forest, Kaghan Forest Landscape which was declared by the government as Research and Monitoring Center for forest and wildlife departments. Necessary equipment for research and monitoring were provided to the center. It will serve as station for researchers, students and staff on field duty. This Forest and Wildlife Research and Monitoring Centre was formally inaugurated by Mr. Malik Amin Aslam, Special Assistant to Prime Minister on Climate Change, on 12th November 2020.	

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Outcome 2: *Biodiversity conservation strengthened in and around High Conservation Value Forests*				
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			W. A century old historical tunnel named as Muttoo tunnel, 250 Ft long, 4 Ft wide and 6 ft high, constructed during British regime in 1891 to connect Ghora Dhaka with Khaira Galli. However, with the passage of time the tunnel got clogged up with eroded soil, land slide and dumped garbage etc. and hence tracking activities from Dunga galli to Khaira galli were abandoned. The tunnel has unique architectural design and is associated with adventurous journey which is of great attraction to tourists. The tunnel has been restored in its original architecture. Besides, few interventions including installation of ten number of benches; construction of ticket booth-cum-souvenir shop, landscaping on both sides of the tunnel and development of guidelines for conducting guided tours through local guides have been carried out. These interventions will not only facilitate tourists but will also create livelihood opportunities for the local people. X. A pictorial book providing some information for interest of the tourists about important wildlife species existing in Kaghan valley has been developed for creating awareness and promotion of eco-tourism in the region.	

Table 26: Progress Towards Outcome 2				
Outcome 2: *Biodiversity conservation strengthened in and around High Conservation Value Forests*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
Population trends of key indicator species of Ovis vignei punjabensis, Axis porcinus, Pucrasia macrolop, Platanista gangetica minor stable or increasing	Riverine forests: Axis porcinus - 345 Plantanista gangetice minor - 1,650 Scrub forests: Ovis vignei punjabensis - 200 Gazella gazella - 25 Conifer forests: Lophorus lophorus impejanus - 375 Semnopithecus entellus - 150	Population of indicator species stable or increase over baseline values	• A survey was conducted to assess the population density of different pheasant species at the project sites in KPK. Study results show that total 1569 birds comprising Monal 274, Koklass 635, Kaleej 660 are present in Siren and Kaghan. • Another study was also conducted at Kaghan covering the areas Sharan, Shogran, Siri, Kanian, Kamalban, Karashi, Subhai, Manoor and Bichla to know about the population density of grey langur in these areas. Study found that 57.07 individuals/square kilometer are present. Relatively high density was recorded in Manur reserve forests.	**<u>MET:</u>** • A survey was conducted to assess the population density of different pheasant species found in the project landscapes in KPK. Study results show that total 1569 birds, comprising Monal 274, Koklass 635, Kaleej 660 are present in both Siren and Kaghan landscapes; • Another study was conducted at Kaghan Valley covering Sharan, Shogran, Siri, Kanian, Kamalban, Karashi, Subhai, Manoor and Bichla areas to estimate population density of grey langur. The study estimated that 57.07 individuals/square kilometer are present in the area. Relatively high density was recorded in Manur Reserve Forest; • A comprehensive survey of Punjab urial (*Ovis vignei punjabensis)* was also conducted 2020 in scrub forest landscape of Punjab, which estimated presence of 2,771 urial in the project landscape; • Another wildlife survey was conducted in Sindh to estimate Hog deer populations. Despite efforts, the survey could not provide estimates of

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				Hog deer numbers. Only their presence was documented by observing signs of Hog deer in the riverine forests, whereas no survey was conducted for the Indus blind dolphin (*Plantanista gangetice minor*).
Emissions of metric tCO2 avoided from conservation set-asides over a 30-year period	0	4,759,145 tCo2 eq.	N/A: Indicator dropped following MTR recommendations.	
Extent of forest ecosystem covered under a model for Community Managed Conservation in High Value Coniferous Forests with high potential for replication established	0	At least 8,000 ha	4000 hectares in upper Siran while 5000 hectares in Kaghan at KP are under communities' managed areas where the SFM works with 21 organized communities. Along this, following interventions were also carried out at Punjab for the protection of biodiversity during the reporting period: A. The scrub landscape was selected in Punjab due to its High Conservation Value Forest, both in terms of flora and fauna. In consideration to the Outcome pertaining to Biodiversity, two Nature Reserves were established in Chakwal. Work about facilitating the tourists to the reserves has been completed. These Nature Reserves were formally inaugurated by the Advisor to Prime Minister on Climate Change.	**<u>MET:</u>** • 4,000 hectares in upper Siren Valley while 5,000 hectares in Kaghan Valley in KP are under communities' managed areas (Guzara Forests) where SFM project worked with 21 communities. Along with this, the following interventions were also carried out in Punjab for the protection of biodiversity: o Two Nature Reserves were established in District Chakwal for the promotion of ecotourism; o Controlled burning was carried out on the selected fire lines in the Chir Pine forests in Rawalpindi North to minimize chances of spread of forest fires; o Three mini dams were

Table 26: Progress Towards Outcome 2				
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			B. Controlled burning is intentionally carried out on the selected fire lines in the Pine forests in Rawalpindi North to minimize the chance of spread of fire during any such incidence. C. Three mini dams were established: two in Phadial area of scrub landscape and one in Rawalpindi North for harvesting of rainwater. The site has considerable presence of Urial and the dam is likely to support the wildlife by eliminating the factor of migration in search of water during summer season. The dam will also halt the process of soil erosion.	constructed: two in Phadial area of scrub landscape in District Jehlum and one in Rawalpindi North for harvesting of rainwater. The Phadial area has considerable presence of Urial population and the dam is likely to support wildlife during summer season. The dam will also help in halting soil erosion.
Percentage of households reporting increased incomes in Community managed conservation areas from forest and non-forest resources	Baseline incomes would be assessed once forest inventory and mapping completed and locations for community forest use identified	20%, of which at least 30% of beneficiaries are women	The interventions carried out to meet communities' energy needs, 30% of households in the project's landscapes in Sindh and 100% in Kaghan at KPK got benefits in meeting the energy needs for cooking and lightening due to the SFM project. 50% beneficiaries of these interventions are women. The brief of which is given below: A. A study was conducted to assess impacts of a MHP constructed, Poultry Units and kits of improved variety of vegetable seeds distributed among the women in Kaghan. The study revealed that the activities had contributed to the enhancement in livelihood of the	**<u>PARTIALLY MET:</u>** • Retrospective baseline has not been established as recommended by the MTR and therefore, irrespective of the progress and investment made the TE consultant team is unable to gauge progress against any baseline. The TE consultant team is nevertheless rating this indicator as partially met based on the investments made which have yielded results; • Notwithstanding, several other interventions carried out to meet communities' energy needs, 30% of

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			locals of Kaghan and Siran forest landscape as well as it had reduced the burden / dependency on Forests. Beneficiaries of MHP includes 64 houses, 25 shops, 1 mosque, 1 school and 2 Forest Check posts, who are getting electricity with zero cost. Whereas improved variety of vegetable seeds were distributed among 300 women 150 each in Kaghan and Siran Forest landscape. Similarly, 100 units (comprising 1 male 4 female) of poultry were distributed among women groups of Siran and 120 units in Kaghan Forest landscape. It was revealed from the study that the success ratio of kitchen gardening was 90% and one hen lay 180 eggs per year. The Kitchen gardening activity has not only benefited about 300 families through subsistence farming but has also established an example for other families to follow. Similarly, about rupees 400,000 revenue is generated through selling of eggs during one-year period by the locals. B. Total 36 biogas plants and 5050 mud heat efficient stoves were constructed: In 2020, 20 biogas plants were constructed in surrounding villages of Sukkur riverine Forest Landscape and 16 biogas plants at Kot Dhingano Lakhat Riverine Forest Landscape. Among the stoves, 2500 Heat	households in the project's landscapes in Sindh and 100% in Kaghan at KP derived benefits in meeting the energy needs for cooking and lightening houses due to the SFM project; • 50% beneficiaries of these interventions were women. The brief of which is given below: ○ A study was conducted to assess impacts of a MHP stations, distribution of poultry units and kitchen gardening kits of improved variety of vegetable seeds distributed among the women in Kaghan and Siren Valleys, which revealed that such interventions helped in improving local livelihood options and reduced pressure on forests; ○ Beneficiaries of MHP stations includes 64 houses, 25 shops, 1 mosque, 1 school, and 2 Forest Check posts, who are getting electricity with zero cost. Whereas improved variety of vegetable seeds were distributed among 300 women, 150 each in Kaghan and Siran Forest landscape.

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Outcome 2: *Biodiversity conservation strengthened in and around High Conservation Value Forests*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - no terminal report made available)**	**TE Ratings and Comment(s)**
			efficient Stoves were constructed in villages at Sukkur Riverine Forest landscape and 2500 Nos in surrounding villages of Kot Dhingano Lakhat riverine forest landscape. 12 masons were trained for constructing the biogas plants while 50 women for constructing the mud stoves from the local people.	Similarly, 100 flocks (comprising 1 male 4 female) of poultry were distributed among women groups of Siran and 120 units in Kaghan Forest landscape. • It was revealed from the study that the success ratio of kitchen gardening was 90% It not only benefited about 300 families through subsistence farming but has also set an example for other families to follow. Similarly, about rupees 400,000 revenue is generated through selling of poultry eggs during one-year period by the locals; • A total of 36 biogas plants and 5,050 mud heat efficient stoves were constructed. In addition, 20 biogas plants were constructed in surrounding villages of Sukkur Riverine Forest Landscape and 16 biogas plants at Kot Dhingano-Lakhat Riverine Forest Landscape; • 12 masons were trained for constructing biogas plants, while 50 women were trained for constructing mud stoves.

Table 26: Progress Towards Outcome 2				
Outcome 2: *Biodiversity conservation strengthened in and around High Conservation Value Forests*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - no terminal report made available)**	**TE Ratings and Comment(s)**
Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use.	0	At Least 100, of which at least 10% would be women	The target has been achieved. In the reporting 178 community members were trained, in which 70 were female folk from the area. A. Institutional and Human Resource Development Directorate and Management (I&HRD&M), Khyber Pakhtunkhwa Forest Department, through Letter of Agreement (LoA) has trained 37 members from communities of Kaghan and Siran in wild honey collection and storage. Besides, 25 number of kits have been provided to participants of the training. B. One two-day (November 5-6, 2020) training on Honey Harvesting and Branding carried out for local community members living in Sukkur and Kot Dhingano, 25 each landscape. Mr. Muhammad Khalid Rafiq, Scientific Officer, Honey Bee Expert of Pakistan Agriculture Research Council (PARC) Islamabad was the resource for imparting this training. C. 10 Masons from the local communities in Sindh were imparted hands-on training to construct biogas plants by their own on commercial purposes.	**NOT MET:** • MTR recommended deletion of this indicator and suggested that technical capacities assessment of sustainable use of natural resources be captured by developing Capacity Score Cards, whereas community's organization skill be defining CBO maturity index indicator; • In spite of redundancies with other indicators, both of these MTR's recommendation have not been implemented up to operational closure; • Based on the PB's decision that recommendations on the Results Framework should be adopted in full and no formal decision documented and made available to the contrary, the TE consultant team notes the indicator has not been met.

Table 26: Progress Towards Outcome 2				
Outcome 2: *Biodiversity conservation strengthened in and around High Conservation Value Forests*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
			D. 50 women trained as master trainers for constructing the mud stove at the landscapes in Sindh. E. Institutional and Human Resource Development Directorate and Management (I&HRD&M), Khyber Pakhtunkhwa Forest Department, through Letter of Agreement (LoA) has trained 31 members from communities of Kaghan and Siran on sustainable resource use practices, wildlife, biodiversity, etc.	
Number of provincial forest staff trained in use of tools and techniques for improved protected area management and species conservation	0	60 forest and 30 wildlife staff of different levels trained in forest biodiversity conservation in two weeks to three months training courses	N/A: Indicator dropped following MTR recommendations.	**<u>No rating by the TE consultant team</u>** **The TE consultant team notes that the MTR recommended capturing spirit of this indicator under the SFM Capacity Score Card, which has not been accomplished.**

Table 27: Assessment of MTR Non-Reported Indicator Approved by Project Board Under Outcome 2					
New Proposed Indicator	**Baseline**	**End of project target**	**MTR Justification**	**TE Analysis**	**TE Assessment**
Number of community members completed standardized training programme encompassing i) community organizational skills, ii) community-based SFM, iii) participatory monitoring, iv)	a. 0% of Executive Committee members of CBOs partnering with SFMP across 7 landscapes	30% of Executive Committee members of all CBOs partnering with SFMP across 7 landscapes	Current indicators on community capacity on SFM and conservation-based resource use are partially redundant, and consolidation is suggested. Instead of capturing	Project not reporting on proposed sub-indicators. The UNDP narrative in the 2021 PIR recognizes additional indicators through the following	**<u>NOT MET:</u>** • The TE consultant team has not found evidence of any conversation or formal decision to not include this indicator

biodiversity-friendly livelihood development, and v) sustainable management of locally relevant natural resources	b. 0% of *nigehbans* working in 7 landscapes	100% of *nigehbans* working in 7 landscapes	participation in individual training courses, which does not reflect holistic development of capacities, measuring successful completion of the proposed comprehensive community-based training module is proposed.	statement: "*The project considers these training as ongoing activity and will continue in future. The project however should focus on imparting trainings relevant to indicators, i.e., focusing on 'technical and community organizational skills for conservation based sustainable resource use for community and forest owners.*"	and corresponding targets following the Project Board decision to adopt the MTR's recommended revisions to the SRF in full. It is also not being reported on in the PIRs and appears as though, in the absence of supporting documentation, the PMU has acted unilaterally and circumvented Project governance decisions to omit this indicator from the SRF. The TE consultant team is willing to revisit this assessment provided that formal documentation is provided during the commenting phase.
	c. 0% of registered residents in communities across all of the 7 landscapes	10% of registered residents in communities across all of the 7 landscapes			

Photo Gallery 3: Collection of Photos Reinforcing Ratings under Outcome 2

<table>
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<td>Photo 9: Ongoing activity "establishment of carnivore rescue and rehabilitation Center at Massar, Siren Valley Landscape, Khyber Pakhtunkhwa</td>
<td>Photo 10: Information center established at Chinji National Park to create awareness & promote ecotourism in Evergreen Scrub Forest Landscape, Punjab</td>
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<tr>
<td>Photo 11: Hog deer breeding enclosure and release pen constructed at Keti-Shah Forests Riverine Forests, Sukkur for restoration of its population in riverine forests</td>
<td>Photo 12: TE Team inspecting water pond constructed for rainwater harvesting at Forphotti, District Jhelum, Scrub Forest Landscape, Punjab</td>
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Progress Towards Outcome 3

Achievement Against the Outcome 3 rating: **(4): MODERATELY SATISFACTORY**

220. Outcome 3 is comprised of 3 indicators of which, 1 was fully met at operational closure, 1 partially met and 1 not met.

221. The quality of the restoration works, which include assisted natural regeneration, afforestation, reforestation, and soil & water conservation have solid demonstration value but require further scaling. The findings of the TE consultant team on this aligns with the view from most respondents of the online questionnaire, where close to 60% either agreed or strongly agreed that restoration activities and site interventions met expectations, and only 6% of respondents disagreeing. Surprisingly, and given the heavy investment on training and capacity building there was a surprising number of respondents that disagreed, were neutral or did not know (55% in total) whether the training and workshops delivered by the Project met expectations.

Figure 20. Questionnaire Feedback on Restoration Activities and Quality of Workshops and Trainings

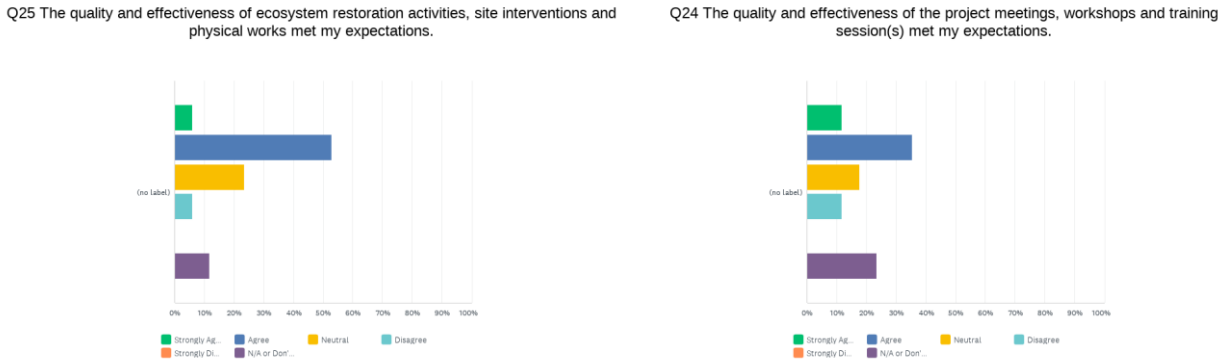


Table 28: Progress Towards Outcome 3				
Outcome 3: *Enhanced carbon sequestration in and around HCVF in target forested landscapes*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - no terminal report made available)**	**TE Ratings and Comment(s)**
Number of hectares of Sub-tropical broadleaved evergreen thorny forests and Western Himalayan	0	3,400 ha of Sub-tropical broadleaved evergreen thorny forests and 10,005 ha	i. 3,232 hectares in Sub-tropical broadleaved evergreen thorny forests;	**PARTIALLY MET:** • a. 3,232 hectares in sub-tropical broadleaved

Table 28: Progress Towards Outcome 3				
Outcome 3: *Enhanced carbon sequestration in and around HCVF in target forested landscapes*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
Temperate Coniferous forests rehabilitated		of Western Himalayan Temperate Coniferous forests End-of-project target should read: a. 3,400 ha of Sub-tropical broadleaved evergreen thorny forests; b. 10,005 ha of Western Himalayan Temperate Coniferous forests; c. 5,663 ha of sub-tropical dry coniferous forests.	ii. 4,754 hectares in Western Himalayan Temperate Coniferous forests; and iii. 2,277 hectares in subtropical dry conifer forests have been regenerated It is hoped that because of current arrangement with the government's ongoing initiative (TBTTP) the remaining target for in regeneration would be achieved in the upcoming monsoon in 2021. Along these other interventions carried out during the reporting period is given below: i. 18000 walnuts seedlings were extracted from a nursery raised in 2018 and 2019 for plantation during 2021 spring season. These seedlings were distributed through three formulated Village Development Councils (VDCs) among the people living in the area. Seedlings were provided to the people with a condition that first dig the pits and then receive seedlings accordingly. Thus, an area of 48 hectares were planted through walnuts. In addition, during the reporting period Fifty-seven (57) closures were established due to which 3,056 hectares of land regenerated in the project's landscape through TBTTP as a government contribution to the project.	evergreen thorny forests were rehabilitated; b. 4,754 hectares in Western Himalayan Temperate Coniferous forests were rehabilitated; c. 2,277 hectares in subtropical dry conifer forests have been rehabilitated; • It is expected the remaining targets will be achieved under government's ongoing initiative TBTT-P, which has been reflected as co-financing project of the federal and provincial governments; • Progress on this indicator has also been made through: i. 18,000 walnuts seedlings were raised in a nursery in 2018 and 2019 for plantation during spring season of 2021. These seedlings were distributed to local inhabitant through three VDCs. An area of 48 hectares were planted with these seedlings. In addition, 57 enclosures were established over 3,056 hectares of land for forest regeneration in the project's landscape through TBTT-P as a government co-financing of the Project;

Table 28: Progress Towards Outcome 3				
Outcome 3: *Enhanced carbon sequestration in and around HCVF in target forested landscapes*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
			ii. 12 Negahbans (watchers) were engaged from the local communities in Siran valley to take care of the 480 hectares area. They protect the area from overgrazing of the livestock and other degradation activities of the local people. iii. 9 Negahbans were engaged from the local communities in Kaghan valley to take care of the 360 hectares land. iv. Semi-nomadic life exists in the forest landscape of Siran forest division. The nomads within district Mansehra usually shift their livestock to the temporary settlements 'Dharajath' to meet their needs for grazing their livestock from the adjacent reserved forests in the landscape during summer. These nomads have been provided with high value nutritious grasses through Siren Forest Division for decreasing their dependency on reserve forest. 160 kg of high value grasses (80 kgs of Australian imported Sardi and kgs of Australian imported vortex seeds) were procured and planted for demonstration purposes in the landscapes of Siran Forest Division. v. Both the selected landscapes in Punjab face pressure from firewood collection. In order to decrease the consumption of firewood, 400 Fuel Efficient Stoves were distributed among communities living near the	ii. 12 Nigehbans were engaged from the local communities in Siran valley for protection of 480 hectares area overgrazing and other forest degradation activities by the local people; iii. 9 Nigehbans were engaged from the local communities in Kaghan valley to take care of the 360 hectares land; iv. Semi-nomadic life exists in the forest landscape of Siran forest division. The nomads within district Mansehra usually shift their livestock to the temporary settlements 'Dharajath' to meet their needs for grazing their livestock in the areas adjacent reserved forests. These nomads were provided with permits for harvesting high value nutritious grasses through Siren Forest Division for decreasing their dependency on reserve forest. 160 kg of high value grasses (80 kgs of Australian imported Sardi and kgs of Australian imported vortex seeds) were procured and planted for demonstration purposes in the Siren Forest Division;

Table 28: Progress Towards Outcome 3				
Outcome 3: *Enhanced carbon sequestration in and around HCVF in target forested landscapes*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
			forest for demonstration purposes. Of these stoves, 100 have been distributed by the Minister of State and Secretary MoCC on 19th November 2020. In addition to the above, SFM Punjab in collaboration with TBTTP initiative of the MoCC planted 4,646 hectares land in Punjab through sowing the seed of indigenous species. PMU procured 8,300 fruit and ornamental plants for wide distribution among the institutions and stakeholders of the project in order to get their confidence for pursuing the project activities in their areas.	v. Both the selected landscapes in Punjab face pressure from firewood collection. In order to decrease consumption of firewood, 400 Fuel Efficient Stoves were distributed among local communities living near the forest for demonstration purposes. Of these stoves. • In addition to the above, SFM Punjab in collaboration with TBTT-P initiative of the MoCC planted 4,646 hectares land in Punjab through sowing seed of indigenous species. The PMU procured 8,300 fruit and ornamental plants for wide distribution among the local colleges and schools and other stakeholders of the project in order to have their confidence in pursuing the project activities. **Concerns and risks:** • Based on the terminal report compiled by Dr. Anwar Ali "*Carbon Accounting of Activities of Sustainable Forest Management Project in Sindh, Punjab and Kyber Pakhtunkhwa*", it notes that "*The SFM Project*

Table 28: Progress Towards Outcome 3				
Outcome 3: *Enhanced carbon sequestration in and around HCVF in target forested landscapes*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
				caried out reforestation and regeneration activities in the selected landscapes over 14,919 ha area". These figures do not align with what the Project has reported or what the TE consultant team has validated, thereby raising issues on what is the source of truth of estimates.
Number of hectares of riverine forest reforested with native species	0	13,099 ha End-of-project target should read: 7,436 ha is the revised target following MTR recommendation.	7,436 ha is the revised target following MTR recommendation. Out of the total, 4,299 hectares land has been forested in Sindh. Attempts are underway to overcome the total target of riverine in Sindh in upcoming 2021 monsoon season. Description of the events carried out in the reporting period against this indicator is given below: A. 26,200 kg seed of Indigenous plants' species like Babul (Acacia Nilotica), Kandi (Prosopis cineraria) and Ber (Zizyphus mauritiana) was procured: 15,080 kg seed was used in Sukkur, while 11,150 kg seed in Shaheed Benazir Abad. B. This year also proved beneficial for the SFM in Sindh because of the flood which inundated a huge area and provided the opportunity for seed broadcasting. As a result of which 300 hectares were regenerated at Lakhat Riverine	**<u>MET:</u>** • Out of the total to be targeted, 4,299 hectares of land has been reforested in Sindh. The remaining target was completed during 2021 monsoon season; • 2021 also proved beneficial for the SFM in Sindh because of the floods which inundated a huge area and provided the opportunity for seed broadcasting. As a result, 300 hectares were regenerated at Kot Dhingano-Lakhat Riverine Forest Landscape and 400 hectares in Sukkur Riverine Forests; • The Project carried out an inventory exercise in Sindh and found that forest regeneration efforts face certain challenges. The most significant challenges noted were climatic and hydrological.

Table 28: Progress Towards Outcome 3				
Outcome 3: *Enhanced carbon sequestration in and around HCVF in target forested landscapes*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - no terminal report made available)**	**TE Ratings and Comment(s)**
			Forest Landscape and 400 hectares in Sukkur Riverine Forests. C. Total 14 Nigahbans (watchers) are being kept at Kot Dhingano-Lakhat Riverine Forest Landscape for protection of 1,437 hectares land regenerated in 2018 and 2019. Similarly, 17 Nigahbans continued their duty at Sukkur Riverine Forest Landscape for protection and maintenance of regenerated 1,826 hectares land. D. SFM Project carried out an inventory exercise of the areas regenerated in 2018 and 2019. It was found that the vegetation raised faces certain degradation pressures. The most significant pressure noted is climatic and hydrological one. The climate of the area is dry hot in summer and dry cold in winter. Since the soil profile is sandy, therefore, water holding capacity of most the sites regenerated is low and plants face frequent stress of dryness. Rainfall is low and scanty; therefore, vegetation relies on river inundation for its survival. In addition to this it was concluded that some urgent steps need to be taken to minimize occupancy of Tamarix in the area. Monoculture forestation and improvement of ecosystem to favor animal biodiversity should be	The climate of the area is dry hot in summer and dry cold in winter. Since the soil profile is sandy, therefore, water holding capacity of most the sites regenerated is low and plants face frequent water stress during the dry period. Rainfall is low and scanty; therefore, vegetation relies on river inundation for its survival. In addition, it was concluded that some urgent steps are needed to minimize occupancy of Tamarix spp. in the area. Monoculture forestation and improvement of ecosystem to ensure plants and animal diversity. Tree thinning, pruning, and other management practices were also carried out. • In Sindh province, there is only one forest & wildlife training school located at Miani forest near Hyderabad. The mandate of the school is to impart technical training to newly appointed forest guards and game watchers of forest & wildlife departments. This mandatory in-service training equips forest guards/ game watchers with knowledge of forestry and wildlife disciplines

Table 28: Progress Towards Outcome 3				
Outcome 3: *Enhanced carbon sequestration in and around HCVF in target forested landscapes*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
			encouraged. Tree thinning, pruning, and other management practices were also advised. E. In Sindh province, there is only one forest & wildlife training school located at Miani forest near Hyderabad. The mandate of the school is to impart technical training to newly appointed forest guards and game watchers of forest & wildlife departments. This mandatory in-service training equips forest guards/ game watchers with knowledge of various forestry and wildlife disciplines and management skills to effectively perform their duties. But due to some unknown reasons the school was abandoned. Sustainable Forest Management Project Sindh developed the curriculum and strengthened the school through conducting the necessary repair and maintenance and providing of the needed furniture. Towards the repair and maintenance, SFM project repaired class rooms, hostel rooms, a seed bank at the Miani School. The school became fully functional.	and develop management skills to effectively perform their duties. However, the school was abandoned in the recent past. PMIU SFM, Sindh developed curriculum and strengthened the school's infrastructure through conducting necessary repairs and providing class rooms furniture. As a result, the school became fully functional.
Metric tons of CO_2 eq sequestrated through regeneration and reforestation over 30-year period	0	5,148,943 metric tons CO_2 eq	N/A: Indicator dropped following MTR recommendations.	**<u>No rating by the TE consultant team</u>**

Table 28: Progress Towards Outcome 3				
Outcome 3: *Enhanced carbon sequestration in and around HCVF in target forested landscapes*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - <u>no terminal report made available</u>)**	**TE Ratings and Comment(s)**
Number of best practice notes documenting forest restoration and reforestation and SFM	0	At least 5 best practice notes document and disseminated	1. Protection of forests land from the grabbers and encroachers is important as much as of its regeneration. Therefore, all state forest land in the country needs to be delineated through Survey of Pakistan as carried in the SFM landscapes; 2. Promotion of ecotourism is not only an integral part of the ecosystem but it will contribute to improving livelihood of the local people. SFM project has carried out different interventions to promote ecotourism in the country. Example of the interventions carried out is given below: i. Inauguration of Chinji National and two nature reserves in Punjab for encouraging winter tourism; ii. Renovation and construction of facilities at Kaghan for promoting tourism; and iii. Rehabilitation of Munro track in Siran to provided an opportunity to the people to travel and enjoy the forest. 3. Capacity building of the staff in forests and wildlife departments is need of the hour to sensitize them on the modern issues prevailing the world over about the natural resources management with main focus of climate change.	**<u>NOT MET:</u>** • IUCN organized a best practices workshop (also supported by the Projec) from 6-7 September 2018, a whole 3 years before the Project's operational closure and well before benefits could accrue; • The 5 items reported by the Project in the PIR against this indicator read more like lessons learned than best practice. There is no further documentation of these elsewhere; • A list of 14 best practices was shared by the M&E Officer but the document seems in draft shape undertaken in haste, is not published and there is not context to whom these have been disseminated and any metrics on how these are supposed to be used. **Concerns and risks:** • The strategy behind the dissemination of best practices should have been documented in a knowledge management plan as recommended by the MTR; • There is no Project Terminal Report which should include these best practices and might be

Table 28: Progress Towards Outcome 3				
Outcome 3: *Enhanced carbon sequestration in and around HCVF in target forested landscapes*				
Indicator	**Baseline**	**End of project target**	**Status (as reported by the PMU in the 2021 PIR - no terminal report made available)**	**TE Ratings and Comment(s)**
				read widely to Project stakeholders.
Number of Carbon stock assessments and coefficients for key forest types in Pakistan developed and monitored	0	One set of baseline assessment completed and monitoring	N/A: Indicator dropped following MTR recommendations.	**No rating by the TE consultant team**

Photo Gallery 4. Collection of Photos Reinforcing Ratings under Outcome 3

Photo 13: Regeneration of riverine forests through broadcasting in 2021 indicating survival seedlings in Keti-Shah Riverine Forests, Sukkur, Sindh

Photo 14: Regeneration of riverine forests through broadcasting in 2018 indicating survival and carbon stock in Kot Dhingano-Lakhat Riverine Forests Landscape, Sindh

Photo 15: Enclosure established for natural regeneration of evergreen scrub forests at Ara HVFA in District Chakwal, Punjab

Photo 16: Regeneration of scrub forests through construction of dikes for rainwater harvesting and sowing seeds of native trees in 2021 at Phadial Reserve Forests, District Jhelum, Punjab

Relevance

Relevance rating: **(5): SATISFACTORY**

222. The Project has been highly relevant in the context of Government of Pakistan, UNDP and GEF strategic priorities. Particularly the contribution of the strategy to the government's forest landscape restoration targets is noteworthy. The Project has done a laudable job in simultaneously trying to address strategic objectives of multiple GEF-5 Focal Areas of Biodiversity, SFM/REDD+, and Climate Change.

223. At the national level, the Project was consistent with Pakistan's strategic policy and planning documents including the National Sustainable Development Strategy, the Poverty Reduction Strategy Paper, and Pakistan's Vision 2025 identify multi-purpose ecosystem-based SFM as a key priority strategy in the land-based sector. Furthermore, sectoral policy documents of the GoP clearly spell out SFM as a priority. Pakistan's National Biodiversity Strategy and Action Plan, Target 7 identifies broadly aligned objectives with those of the SFMP.

224. Additionally, the National Forest Policy 2015 established integrated, landscape-based and multipurpose SFM, increased forest cover, investment into community-based forest management, increasing connectivity across forest habitats, enhanced carbon sequestration and science-based planning and management of forests including for community purpose as clear policy priorities for the forest sector.

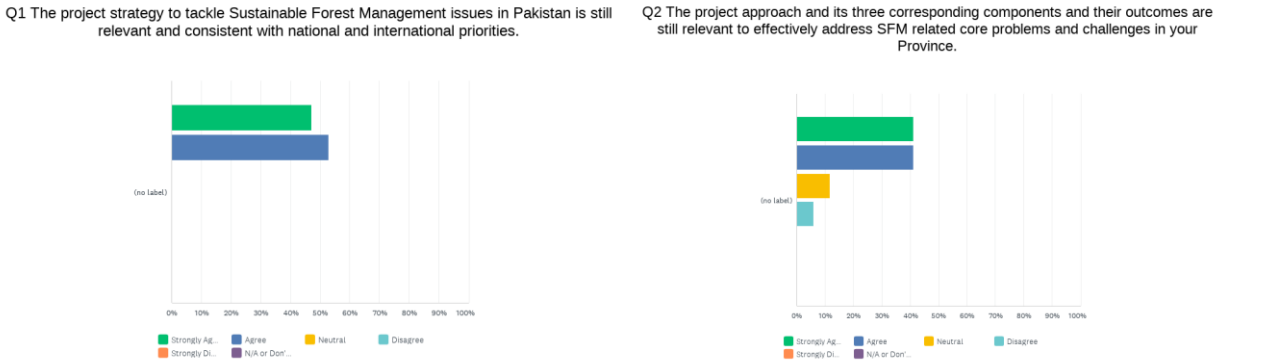
"MINISTRY OF CLIMATE CHANGE CONSIDER SUSTAINABLE FOREST MANAGEMENT PROJECT (SFM) AS ITS STAR PROJECT AMONG ITS ALL-ONGOING PROJECTS AND INITIATIVES IN THE COUNTRY. THERE ARE TWO REASONS FOR DECLARING IT AS STAR PROJECT OF THE MINISTRY: (1) IT DEMONSTRATED A HOLISTIC APPROACH OF SFM PRACTICES RANGING FROM INVENTOR OF FOREST RESOURCES TO PLANNING AND RESTORATION OF DEGRADED LANDS TO ENERGY REQUIREMENTS AND LIVELIHOOD OF LOCAL COMMUNITIES; AND (2) MOST OF THE ACTIVITIES DEMONSTRATED BY SFM PROJECT ARE ADOPTED, UPSCALED AND INCORPORATED IN OTHER GOVERNMENT INITIATIVES AT FEDERAL AND PROVINCIAL LEVEL"

"SFM PROJECT IS INSTRUMENTAL IN INCORPORATING SFM APPROACHES IN FORESTRY SECTOR IN PAKISTAN BY PAVING THE WAY FOR PARADIGM SHIFT FROM COMMERCIAL FORESTRY TO BIODIVERSITY CONSERVATION, CLIMATE CHANGE MITIGATION, AND ENHANCEMENT OF ECOLOGICAL SERVICES THROUGH DEMONSTRATION, SENSITIZATION, AND CAPACITY BUILDING OF ALL RELEVANT STAKEHOLDERS"

- MOCC INTERVIEWEES ON THE RELEVANCE OF THE PROJECT

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

Figure 21. Questionnaire Feedback on Project Relevance to International, National and Provincial Priorities



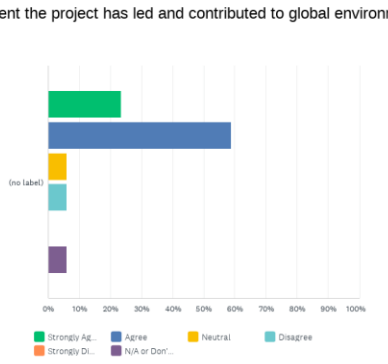
226. While Sustainable Forest Management is not itself a focal area, SFM initiatives have been supported through GEF focal area interventions for Biodiversity (BD), Climate Change (CC) and Land Degradation (LD) and, increasingly, multi-focal projects covering more than one of these three focal areas. With a recent assessment undertaken by the Independent Evaluation Office in 2020, on the GEF's contributions to the SFM approach, the Project adds to the growing body of knowledge on the efficacy of SFM approaches and interventions to shape future programming, as well as big-picture outcomes from its investments to date.

227. The Project well addressed UNDP global and national strategic priorities, including Outcome 2 of the Country Programme Document for Pakistan (2018-2022) and Outcome 6 of the United Nations Sustainable Development Framework (UNSDF) / One-UN Programme III for the period 2018-2022. It was also consistent with UNDP's objectives to realize the 2030 Agenda through the Sustainable Development Goals and specifically "*Enhanced resilience and socio-economic development of communities*" as fundamental objectives of engagement. The Country Programme worked towards this at three levels, including i) the creation of an enabling environment, ii) building of institutional capacities; and iii) at the community level. The Project's underlying strategy therefore, provided a highly meaningful contribution, building on the same three levels and directly contributing to the respective indicators in the Country Programme.

228. With reference to the UNDP Strategic Programme 2018-2022, the UNDP-GEF SFM project also contributed to Signature Solution 4: Promote Nature-Based Solutions for a Sustainable Planet. In terms of the UN Sustainable Development Goals, the Project provided a direct contribution (as captured through its Strategic Results Framework) to Targets 1.1 (reduction of extreme poverty), 1.2 (reduction of poverty), 1.4 (equal rights to control & ownership of land), 6.6 (protection and restoration of water related ecosystems), 13 (mobilize funds for climate change mitigation), 15.1 (ecosystem restoration), 15.2 (sustainable management of forests), 15.4 (conservation of mountain ecosystems), 15.5 (action to reduce degradation and biodiversity loss), and 15.9 (integrate biodiversity into planning). Targets 15.7 (reduced poaching) and 15.8 (removal of invasive alien species) are addressed indirectly.

229. In fairness, the TE consultant team found it less clear how the Project has contributed explicitly to strengthening REDD+ implementation in Pakistan, especially in the context of the introduction of incentive-based mechanisms for SFM and conservation measures. REDD+ was not an ongoing tangible theme, nor did it factor highly in the studies and reports consumed. Notwithstanding, the Project's strategy remains highly relevant and represents important opportunities for cross-pollination and for other flagship programmes, such as the TBTT-P, to move the SFM agenda forward. Furthermore, an overwhelming majority of those consultant believed the Project delivered global environmental benefits, reinforced by the results of the online questionnaire, where over 82% of respondents either strongly agreed or agreed with this statement.

Figure 22. Questionnaire Feedback on Global Environment Benefits



Effectiveness

Effectiveness rating: **(4): MODERATELY SATISFACTORY**

230. As described in section above (Relevance), the Project responded well to and contributed towards strategic objectives, including the country programme, the SDGs, the UNDP Country Programme Document, GEF strategic priorities, and national development priorities.

231. At the operational level Progress has not been uniform across all outcomes with many loose ends at operational closure, but also partially attributable to the Project's design, with too many activities going on in three far apart landscapes in parallel with few resources to manage them effectively. The overall effectiveness is gauged against the following metrics:

- To determine the effectiveness at the Objective level, reference has been made to its 3 impact indicators. From this perspective, it can be observed that the Project fully realized 33.33% of its designated metrics;
- For Outcome 1, of the 7 indicators reported on in the MTR, only 4 corresponding end-of-project targets can be considered met or close to realization with the other 3 only partially met. Therefore, the Project had a 57% completion rate against this Outcome;
- For Outcome 2, of the 5 indicators still included in the SRF, only 3 can be considered to have reached the end-of-project target. The TE consultant team found the PMU unilaterally decided to omit an indicator approved by the PB and therefore, there should have been a total of 6 indicators giving a completion rate of 50%;
- For Outcome 3, the completion rate was 33.33% across the 3 indicators kept in the SRF following the MTR;
- Based on the number individuals trained in Annex L, the Project built the capacities of ~ 2779 individuals. However, the systematic benefits of these trainings and workshops have neither been quantified nor parsed out into more granular groups. A pre/post survey was not leveraged and the Project chose to ignore the suggestion of a capacity development scorecard, even though it could have been applied across 30+ trainings since the MTR;
- From a financial delivery standpoint, the Project delivered 95% of the total funding envelope which is a solid achievement. Taken together it only managed to fully achieve 47% of all indicators;
- The Project's expected scale and impact was downscaled considerably with the revision of the SRF following the MTR and although the revised targets appear more realistic, they have lowered the benefit-cost ratio and sub-optimal achievement of many end-of-project targets at operational closure even more so.

232. The paradox of this narrative is that the Project was much more successful at tackling some of the more challenging activities and these were undertaken better than simpler ones. For example, the methodology undertaken under Outcome 3 was highly technical but executed well, leading to a well-documented terminal report of the carbon benefits under the Project, supported by detailed calculations for each landscape by parameter type, as noted in the Figure below. Furthermore, the restoration / regeneration work was reasonably well done and effective, which required considerable planning and with little margin for error due to the seasonality of these activities.

Figure 23. Summary of Methodology of Carbon Accounting

2. METHODOLOGY

Pakistan Forest Institute has been involved in research and training activities of SFM Project since 2017. PFI has conducted carbon stock assessment in temperate forests of Kaghan and Siran in 2017, in riverine forests in 2018 and scrub and subtropical pine forests in 2018-2019. Thus reliable baselines of carbon stocks have been developed for the SFM Project landscapes. Beside field measurements, latest maps have also been developed for the forest areas. In order to quantify changes in the carbon stocks in the selected landscapes, re-measurements were carried out during 2021. Field parties were sent to the forest areas to collect data on the following parameters:

- Changes in the forest carbon pools particularly in the aboveground carbon stocks due to the protection and conservation activities of SFM Project.
- Growth rate of trees in the areas set aside for conservation in the selected landscapes.
- Survival and growth performance of plantations and regenerations raised in the project areas.
- Survival and growth of the fruit orchards raised in project areas
- The amount of fuelwood reduced as a result of distribution of fuel-efficient stoves in Sindh
- The amount of energy saved due to installation of biogas in Sindh
- The amount of energy saved due to installation of micro hydel power plants in Kaghan, KP
- The amount of energy saved due to installation of solar pumps in Sindh and solar heating and lighting in KP.
- Any other activity of the project which resulted in reduction of carbon emissions or increase in carbon sequestration.

Secondary data on the above parameters was collected from the Provincial offices of SFM Project and primary data was collected through field surveys in the project areas.

Source: *Dr. Anwar Ali (2021). Carbon Accounting of Activities of Sustainable Forest Management Project in Sindh, Punjab and Kyber Pakhtunkhwa.*

233. Conversely, the Project let easy wins slip by, such as the documentation and dissemination of best practices which have bene documented in an amateurish manner, not linked to any core knowledge management / dissemination strategy. Furthermore, by investing a little more effort and time in the forest landscape management plans and Working Plan Codes, perhaps these could have been seen through to approval. Unfortunately, as noted in the analysis in Annex M, some of these are still in draft form, have come relatively late in the project cycle and are unlikely to be approved in their current shape.

234. Considering the complexity associated with the project and the achievements reported, in general terms, both interviews and secondary sources of information suggest the Project has been effective on a number of fronts, though as a whole ran into shortcomings on other core areas of work. These are largely attributed to in part, by the impact of COVID-19, but more so the heavy-handed delays resulting from the IP's release in funds, which were perhaps more attributable to external pressures such as the results of the 2019 UNDP global audit and the scrutiny thereafter and findings from other GEF projects in the IP portfolio, rather than any acts of commission by the Project itself.

235. The likelihood of the Project's Outcomes leading to the impact/global environmental benefit will significantly depend on continuity of core activities, financial support from external sources being sought and stronger ownership by government entities to see through the approval of the products and services initiated by the Project.

Efficiency

Efficiency rating: **(3): MODERATELY UNSATISFACTORY**

Evidence

✔ Most planned deliverables met within budget
✘ Significant investment in building both institutional and professional capacities and capabilities

vastly improved likely leading to built-in efficiencies, but no mechanism to quantify the impact of the investment

- ✘ Sub-optimal leadership and champions within governance mechanisms
- ✘ Challenges with sustainability mean efficiency likely to be compromised longer-term
- ✘ Long drawn-out AWP process with superfluous activities
- ✘ Management disruption and business continuity issues
- ✘ No evidence of feasibility studies before physical works undertaken
- ✘ No operational / transition plans or hard commitments made to the continuity of activities with many still not completed

236. Efficiency was one of the Project's weaker aspects points. Implementation was asymmetrical at various levels. Overall, the efficiency of the Project has been compromised by several challenges including those pertaining to activity planning, the financial disbursement of budget, lack of continuity and disruption to management / administrative arrangements, and with monitoring / reporting and sustainability.

237. The following observations have been documented by the TE consultant team with respect to the Project's overall efficiency:

- As evident from document review and stakeholder interviews, the Project had a long development process of more than two years between the submission of the PIF and the signing of the Project Document in March 2016. It did not really get traction until after April 2017 following the Inception Workshop, while field activities only took off in mid-2017. The Project continually played catchup to make up for this lost time, but the poor efficiency of the AWP process which was described by a number of interviewees as a long and drawn-out process and a delicate balance to include superfluous activities and interests of the government, meant that it could recoup the initial delays. This is reinforced by Figure 11 which shows that actual expenditure has consistently come in below that planned and requested during the AWP process;
- The continual bickering over administrative arrangements (PCOM vs. NIM) with sub-optimal - but certainly not egregious - audit findings resulted in more delays which boiled over in June 2021 with the IP agreeing to follow less flexible and time-consuming NIM procedures six months prior to operational closure, again, having to play catch-up whereas the focus ought to have been on transition planning;

"WE WERE HELD HOSTAGE BY UNDP'S WITHOLDING OF FUNDS AND HAD NO OPTION BUT TO CAPITULATE"

"MY PRIORITY IS TO GET THE PROJECT COMPLETED AND DELIVER RESULTS THAT MATTER FOR PAKISTAN IRRESPECTIVE OF RULES"

- STAKEHOLDER FEEDBACK ON WITHOLDING OF FUNDS

- Multiple instances where reporting of indicator targets in the Project's core monitoring tools (i.e., the PIRs) did not always align with the requisite data and information required by the target itself, leading to a lot of repetition across indicators and poor use of the M&E Officer's time. Moreover, division of labour and resourcing did not follow the agreed implementation arrangements, with the PIU and PMIUs performing functions earmarked for other stakeholders within the Project Document and on which they had little or no training to succeed. The PPCs had to absorb community engagement functions earmarked to the provincial forestry departments or service providers / contractor, especially in KP and Punjab, for example;
- Per the table below which was validated with the M&E Officer on 20 January 2022, of the 22 major physical interventions undertaken by the Project (in KP, 4 in Sindh and 8 in Punjab), a total of 20 were validated as part of the TE field mission. A total of 5 of these were determined to have been

completed, 2 at an advanced stage of completion >80% and the remaining 13 either incomplete or not started.

Table 29: Status of Key Physical Works				
Activity	**Estimated Cost**	**Undertaken by**	**Status**	**TE Remarks / Observations**
Khyber Pakhtunkhwa (Siren and Kaghan Landscapes)				
Fixing of boundary pillars	$29,000	DFO Siren and Kaghan Forest Division	**PARTIALLY COMPLETE** —around ~80% work completed	Boundary re-demarcation completed through the Survey of Pakistan, but fixing of boundary pillars at remote sites yet to be completed, which may not be due to lack of funds and inaccessibility of remote locations during the current winter.
Renovation/Rehabilitation of Forest Rest House at Peshawar	Unavailable	PMIU-KP through Private Contractor	**COMPLETE**	Out of project landscapes
Renovation of CCF-I office at Peshawar	Unavailable	PMIU-KP through Private Contractor	**COMPLETE**	Out of project landscapes
Establishment of Micro-Hydro Power Station at Jabbar Kund, Siren Landscape	$27,000	PMIU-KP through Private Contractor	**INCOMPLETE**	Machinery procured, but yet to be installed at the site. Activity stalled due inter community conflict and non-availability of land.
Renovation of Ayubia Moto Tunnel at Ayubia	$15,000	DFO Wildlife Abbottabad	**COMPLETE**	Out of project landscape
Establishment of Wireless Communication system in Siren Forest Division (Siren Valley landscape)	$47,000	PMIU-KP through Private Contractor	**INCOMPLETE**	Installations completed, communication system yet to be made fully functional after allocation of frequency from the PTA. Guards for the communication towers yet to be recruited and watcher's huts to be constructed.
Establishment/construction of Kund Information Center	$19,000	DFO, Siran Forest Division	**INCOMPLETE**	Only 40% work completed. Work stopped due to non-availability of funds.
Establishment of Carnivore Rescue and Rehabilitation Center at Massar, Siran Valley Landscape	~$44,400	DFO, Siran Wildlife Division	**INCOMPLETE**	Around 30-40% physical work completed. Work stopped due to non-availability of funds.

Table 29: Status of Key Physical Works				
Activity	**Estimated Cost**	**Undertaken by**	**Status**	**TE Remarks / Observations**
				A number of interviewees have also indicated significant unpaid liabilities remain and to restart work these liabilities would first need to be settled, in addition to an advance payment based on already submitted estimates and designs.
Biodiversity and Ecotourism interventions and feasibility study for establishment of Koh-e-Suleman National Park	$25,000	PMIU-KP through a Private Contractor	**PARTIALLY COMPLETE**	Out of project landscapes and national park yet to be established. Activity was in the AWP but not in the Project Document.
Sindh Province (Sukkur and Shaheed Benazirabad Riverine Forest Landscapes				
Construction of breeding enclosures and release pen for Hog dear at Keti-Shah Forests	~$12,687	DFO Sukkur	**PARTIALLY COMPLETE**	Activity was undertaken by the Forest Department and release pen yet to be completed. There is no involvement of Sindh Wildlife Dept. and future of this activity is unclear.
Construction of breeding enclosures and release pen for Hog dear at Kot Dhingoano Forests	~$15,881	DFO Benezirabad	**PARTIALLY COMPLETE**	Activity was undertaken by the Forest Department and release pen is yet to be constructed. There is no involvement of Sindh Wildlife Dept. and future of this activity is unclear.
Strengthening of Forest and Wildlife Training School at Mian, Hyderabad	$45,000	PMIU-Sindh through Private Contractor	**COMPLETE**	Out of project landscapes, but would contribute SFM in Sindh Province
Establishment of partridge breeding center at Sukkur	$42,000	Dy. Conservator Wildlife Sukkur	**INCOMPLETE**	Around 50% completed. Release pens are yet to be constructed and 3 Negahbans/caretakers would not be available after Dec. 2021. May not be sustainable.
Procurement of wood pelleting machine from PCSIR	$14,000	PMIU-Sindh/PCSIR	**INCOMPLETE** Not procured	Feasibility/assessment conducted but not yet

Table 29: Status of Key Physical Works				
Activity	**Estimated Cost**	**Undertaken by**	**Status**	**TE Remarks / Observations**
				precured due not availability of funds.
Punjab Province (Sub-tropical Pine Forests and Potohar Landscapes				
Establishment of Chinkara Breeding Center at Padhri Private Reserve	$49,000	PMIU-Punjab through DFO Jhelum/private contractor	**INCOMPLETE** Only initial work covering around 2% of the activity done.	Funds parked with DFO Jhelum in Provisional Deposit Account (P-Deposit Acct.). Habitat and site not suitable for Chinkara Breeding and reintroduction, as habitat for Chinkara is Padhri Reserve and surrounding areas are very marginal. Moreover, Provincial Wildlife Department is not involved in the activity.
Establishment of Chukar Partridge Breeding and Release center at Padhri Private Reserve	$30,000	PMIU-Punjab through a private contractor	**PARTIALLY COMPLETE** ~90% work completed.	Objectives of the breeding center are unclear, as Padhri Reserve provides marginal habitat for Chukar partridges. The birds if released in the wild may not survive, whereas incubators for hatching Chukar eggs yet to be precured. Moreover, Provincial Wildlife Department is not involved in the activity.
Establishment of Partridge Breeding and Release center at Village Tamman, Tehsil Tehsil Talagang, District Chakwal on a private land	$30,000	PMIU-Punjab through DFO Chakwal/private contractor	**INCOMPLETE** Not yet undertaken	Funds parked with DFO Chakwal in Provisional Deposit Account (P-Deposit Acct.). Activity planned to be undertaken outside the project core landscape area on a private land. It is not clear whether it would be grey partridge or Chukar partridge breeding center, so its objectives are unclear. Moreover, Provincial Wildlife Department is not involved in the activity.

Table 29: Status of Key Physical Works				
Activity	**Estimated Cost**	**Undertaken by**	**Status**	**TE Remarks / Observations**
Construction of a Forest and Wildlife Check post at Phadial, District Jhelum	~$10,000	PMIU-Punjab through DFO Jhelum/private contractor	**INCOMPLETE** Not yet undertaken	Funds parked with DFO Jhelum in Provisional Deposit Account (P-Deposit Acct.). Activity likely to be undertaken in the near future.
Installation GPS/wireless communication system for areas managed by CBO Western Jhelum and Padhri Private Reserve	$23,500	PMIU-Punjab through a private contractor	**INCOMPLETE**	Installations completed, communication system yet to be made fully functional after allocation of frequency from the PTA.
Installation of pine needles briquette machines at Kahuta	$16,000	PMIU-Punjab through a private contractor	**COMPLETE**	One briquette machine procured is under testing, but yet to be operationalized. There is no operational plan and mechanism developed for the sustainability of this intervention.

238. The TE consultant team noted that a number of Project interventions were designed without proper feasibility studies and cost-benefit analysis toward SFM. The TE consultant team requested early on copies of any feasibility studies underpinning activities and none were provided. This has led to poor decisions and outcomes for the Project. A good example is the decision to bring 3 horses to stables constructed in the Siran landscape in KP, known for its harsh climate, without provisions for ongoing veterinary care. As such, 2 of the horses have since died. Another example is the Wireless Communication System which was observed not to be operational by the national consultant, the reason being is that there were insufficient funds to secure the requisite communication frequency.

239. From a sustainability perspective, no evidence of operational plans was provided to the TE consultant team. Requests were made early on in the TE during the inception and planning phase, again in the fact finding stage and finally during report writing, with the latest reminder sent to the M&E Officer on 25 January 2022, with no response. These operational plans are indispensable to outline how remaining activities will be completed, maintained or absorbed into existing government operations. For activities with biodiversity elements, it was conveyed that wildlife departments were insufficiently engaged in undertaking and monitoring biodiversity / wildlife related activities, creating ownership conundrum post-project. Staff from Provincial Wildlife Departments have expressed dismay that they were insufficiently consulted and are not keen or willing to take over activities because of this.

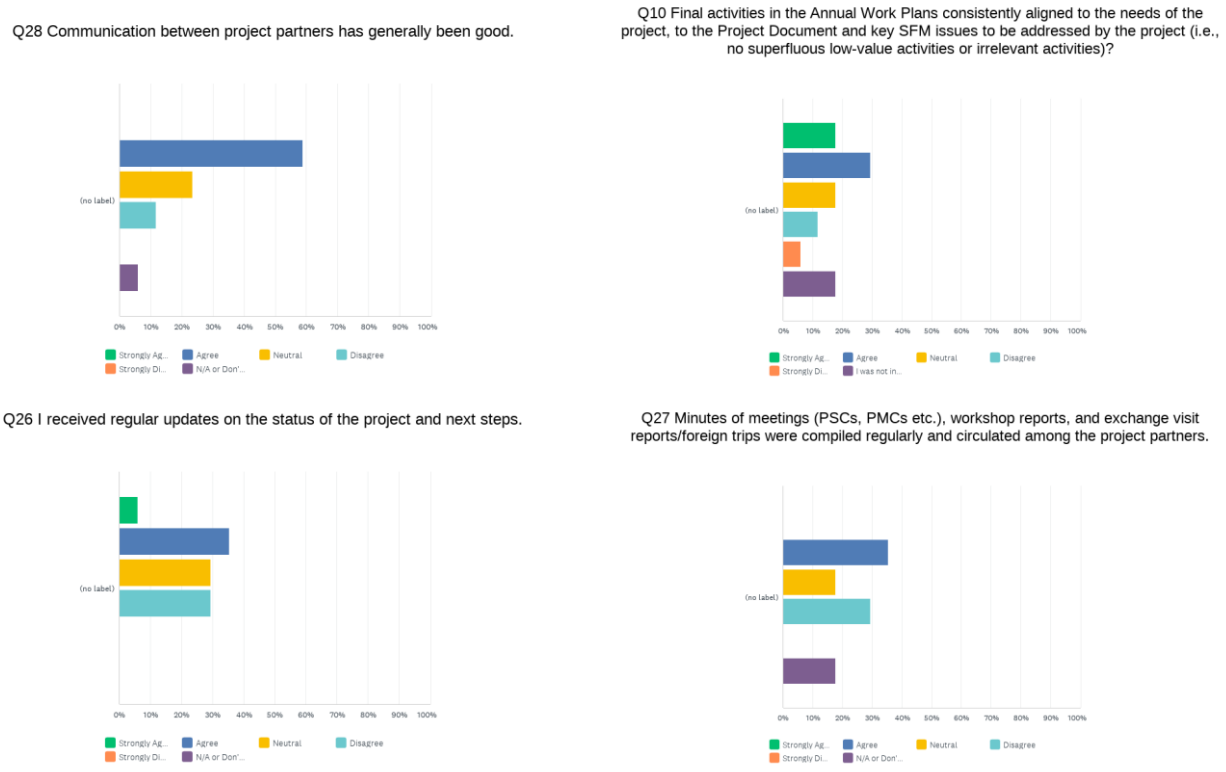
240. Results from the online questionnaire has raised some interesting observations on project management processes and maturity. The following observations are based on Figure 23 below.

- In spite of a very basic communication strategy which also came relatively late following the MTR communication is a strength despite the lack of dedicated staff. Nearly 60% of respondents to the online questionnaire are in agreement that communications and communication between partners

have been generally good;

- External communication is active on Facebook and local broadcast media channels. Communication through printed matter is weak and not anchored to a knowledge management / dissemination strategy to ensure key information and important studies get to the right audience. There have been strong environmental campaigns capturing large audiences when organized with ribbon-cutting ceremonies with high-level officials;
- Questionnaire responses reinforce the finding that the AWP process has not been efficient and has led to irrelevant / superfluous activities being included therein;
- Documentation of meeting workshops, including minutes of meetings, have been underwhelming for the TE consultant team. Documentation, including PB meeting minutes, lacks detail and key decisions. This is underscored by the online questionnaire where over 30% of respondents noting this an area that could have been stronger. Similarly, 30% of respondents also felt communication and periodic status updates was an area for improvement.

Figure 24. Questionnaire Feedback on Project Management Processes and Maturity



Overall Outcome

Overall Outcome rating: **(4): MODERATELY SATISFACTORY**

241. In accordance with the methodology in the UNDP-GEF TE Guidance for calculating the Project's overall outcome (p.54), the rating is Moderately Satisfactory. The UNDP-GEF TE Guidance states that calculation of overall project outcome is based on the ratings for relevance, effectiveness and efficiency, of which relevance and effectiveness are critical. The methodology states that the rating cannot be higher than effectiveness (Moderately Satisfactory in this case) and that it cannot be higher

than the average score of effectiveness (which is "4" - Moderately Satisfactory) and efficiency (which is "3" - Moderately Unsatisfactory) criteria.

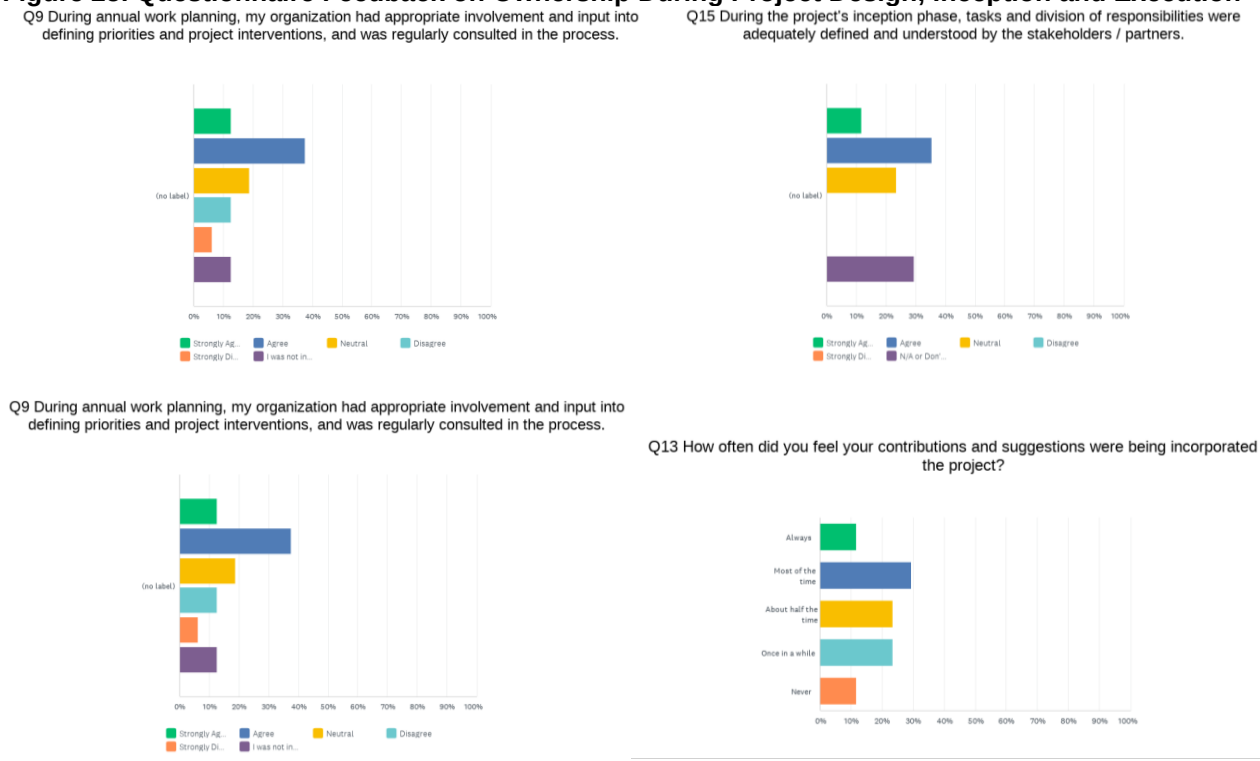
242. This also takes into consideration that for Outcome 1, the 7 sub-indicators are closing in on or have achieved the end-of-project targets. For Outcome 2, two-thirds of all sub-indicators have achieved the end-of-project target. For Outcome 3 only 1 sub-indicator met its target with another partially achieved.

243. Given that the UNDP-GEF TE Guidance states that effectiveness is critical in determining the Project's overall outcome, and given the significant achievements of this Project, the TE consultant team considers Moderately Satisfactory to be a suitable rating. Despite the initial one-year delay experienced at project start, document analysis, survey responses, stakeholder interviews and personal observation in unison confirm that the Project managed to deliver substantial results, which however are not well reflected in progress towards impact indicators.

Country ownership

244. From a design and inception perspective, the country ownership has been reasonably good and inclusive. The project has addressed key national needs to improve the management of forest in 3 provinces and 7 landscapes representing different forest and habitat-types in Pakistan. It was designed on the basis of a good contextual review and it was a response to several barriers, which have hampered an effective reform of the forestry sector, with more emphasis on the sustainable use of NTFP and on biodiversity conservation. The TE consultant team observed continuity between those involved in the Project's gestation and execution is also indicative of the commitment and ownership to the goals. It has been implemented through a reasonably good participative approach engaging stakeholders all the way from the design of project activities to their implementation.

Figure 25. Questionnaire Feedback on Ownership During Project Design, Inception and Execution



245. As discussed in Section IV B "Actual stakeholder participation and partnership arrangements", the implementation team was able to engage all key stakeholders. The project partnered with numerous organizations, mainly government entities and institutes such as PFI, but also academia, NGOs, and communities. However, the Project's implementation didn't follow the plan envisaged in the design, case in point being some of the different participatory mechanisms in the Project Document that were intended to engage local communities and foster ownership. As such, from a governance perspective, local communities in and around the forested landscapes received little attention during the implementation of the Project in fostering ownership, which meant that the important roles of these stakeholders were undermined, spilling over to insufficient sustainability. This has been the result of a top-down driven and tightly controlled Project by the IP.

"A COMMITTEE OF STAKEHOLDERS WOULD BE CONSTITUTED AT THE LANDSCAPE LEVEL COMPRISING OF LINE DEPARTMENTS LIKE FOREST, WILDLIFE, FISHERIES, LIVESTOCK, AGRICULTURE, IRRIGATION, LOCAL NGOS, CBOS AND LOCAL PRIVATE COMPANIES WORKING IN THE DEVELOPMENT SECTOR IN THE LANDSCAPE. THE COMMITTEE WILL MEET BI-MONTHLY TO REVIEW THE PROGRESS, IDENTIFY PROBLEMS IN ACHIEVING THE DEVELOPMENT OUTCOMES AND MILESTONES, RESOLVE CONFLICTS OVER RESOURCE USE AND DEVELOP FUTURE PLANS FOR THE LANDSCAPE. THE MINUTES OF THE MEETING WOULD BE RECORDED"

"TO ENSURE PARTICIPATION AND OWNERSHIP OF LOCAL COMMUNITIES, PROVINCIAL FOREST DEPARTMENT WOULD DEVELOP TERMS OF PARTNERSHIP IN CONSULTATION WITH FEDERAL UNIT OF THE PROJECT AND SIGN THE SAME WITH THE LOCAL CBOS AND OTHER GROUPS OF LOCAL COMMUNITIES BEFORE IMPLEMENTATION OF MAIN ACTIVITIES"

- PROJECT DOCUMENT

246. In the observation of the TE consultant team, the level of government ownership on the part of the IP is very high and there is deep appreciation from the MoCC for both the core objectives of the immediate Project as well as its approaches, further reinforced by the replication and upscaling that have occurred and the cross-pollination with the TBTT-P. In the view of the TE consultant team this enthusiasm was not equally shared by all those involved, primarily due to the high level of centralization and control exerted by the IP. Notwithstanding, all agencies stood behind what the Project was trying to achieve and the paradigm shift needed for the successful rollout of SFM going forward.

"A MECHANISM FOR INVOLVEMENT OF LOCAL GROUPS OF BOTH MEN AND WOMEN FOR PARTICIPATORY RESOURCE ASSESSMENTS AND IDENTIFICATION OF LOCAL PRIORITIES IN PROJECT LANDSCAPES AND A SYSTEM FOR PARTICIPATORY MONITORING AND EVALUATION OF THE IMPACT OF THE PROJECT ACTIVITIES. A ROAD MAP FOR STAKEHOLDERS' PARTICIPATION AND OWNERSHIP OF PROJECT ACTIVITIES AND SUSTAINABILITY OF IMPLEMENTED INTERVENTIONS WILL ALSO BE DEVELOPED"

- PROJECT DOCUMENT

247. A key indicator and barometer of country-ownership is the extent to which the government has approved and the products and plans developed by the Project. At the time of writing both forest landscape management plans and working plan codes are sitting with the respective Provincial Forest Departments and competent authorities. There is no indication if and when these will be approved and estimates provided by those interviewed ranged from several months to several years, with one interviewee noting that these

"WE HAVE BEEN VOCAL ON THE NEED TO ENGAGE WITH PROVINCIAL WILDLIFE DEPARTMENTS BUT THIS IS A GAP. THE CHIEF CONSERVATOR INDLUDED THEM ON THE TRIP TO HUNGARY TO ADDRESS PERCEPTIONS BUT IN REALITY, THEY HAVE NOT BEEN GIVEN EQUAL PARTNERSHIP"

- INTERVIEWEE ON OWNERSHIP OF PROVINCIAL WILDLIFE DEPT

were unlikely to be approved in their current state and with insufficient resources to modify the existing drafts, things do not bode well. As discussed in other sections of this report, the PB with its members provided a reasonable but not exemplary leadership to guide the implementation of the Project, reinforced by feedback from no fewer than 3 stakeholders. Although, different levels of representation was included on the PB. The Provincial Management Committees demonstrated less ownership by not adhering to their prescribed scope and composition. The poor engagement of Provincial Wildlife Departments has resulted in an unwillingness to own conservation / biodiversity elements undertaken.

248. When considering the level of ownership, it is also important to recognize that high levels of participation of the different ministries in the implementation of the Project is also contingent on the internalization that SFM issue are transversal to several sectors. While it was the PMU who facilitated the coordination between them, the landscape it had to navigate was highly political and it was difficult to realize the paradigm shift required because of strong feelings by the MoCC that this was their project.

249. Finally, the lack of any formal and consultative Project exit strategy is somewhat concerning, especially since it is not only best practice to initiate one following the MTR, but also because it was explicitly flagged in both the MTR and PIRs. This would have been a mechanism for fostering ownership of and transitioning incomplete / ongoing activities into regular operations at national and provincial level by absorbing activities and strands of work into ongoing government priorities and initiatives. A committee has been established however, to bridge continuity while it pursues a risky strategy of securing funds through a GCF concept.

Social and Environmental Standards

250. The Project integrated Social and Environmental Standards as part of its ongoing monitoring activities and risk mitigation. The TE consultant team has noted evidence of the PMU updating the Environmental and Social Screening Summary document, based on a query of the document properties and history of edits. As for the social and environmental risks, no new/critical risks were identified during Project implementation.

251. Project team did not receive any complaints/grievance from the stakeholders. The rationale provided was that interventions were initiated through a consultative process with the stakeholders at the national, provincial, local level and with NGOs and academic institutions. This is perhaps also due to the Project's focus on conflict resolution activities as some of the more contentious ones such as boundary demarcation did create issues that were resolved by having law enforcement personnel on standby and through court rulings.

252. The TE consultant team concludes that Social and Environmental Standards were actioned as part of the Project's poverty-reduction and community livelihood priorities rather than explicit focus on the SES itself. Nonetheless, the M&E Officer gave this sufficient attention as part of ongoing monitoring efforts.

Sustainability: financial, socio-economic, institutional framework and governance, environmental, and overall likelihood

Overall Likelihood of Sustainability rating: **(2): MODERATELY UNLIKELY**

Evidence

- ✔ Strong institutionalization of approaches through parallel initiatives
- ✔ IP and PMU have unilaterally extended timelines without approval
- ✔ Some new community income livelihood skills bode well for socio-economic benefits
- ✘ No formal exit strategy or continuity plan
- ✘ No feasibility studies / operational plans provided to the TE consultant team
- ✘ No governance mechanisms at local level among communities
- ✘ Continuation of key activities not included in Annual Development Plans
- ✘ Absence of a replacement project and discipline that a GEF project brings to the table to catalyze action, accelerate results and monitor progress

253. Considering and balancing the four measures of sustainability, overall sustainability is at moderate to high risk. The TE consultant team has found that momentum is constrained by insufficient financial investment for the continuation of activities at operational closure, a high-risk strategy to hinge continuation on a funding proposal without consideration of an exit strategy, low absorption capacity and commitments by Provincial Forestry and Wildlife Departments, and finally, insufficient focus on operational plans to sustain momentum.

254. The overall sustainability rating is Moderately Unlikely because that is the rating assigned to both Financial Sustainability and Institutional framework and Governance sustainability. Per TE guidelines, the overall rating cannot be higher than the lowest rated dimension. Nevertheless, the rating for Socio-political sustainability is Moderately Likely and Likely for Environmental Sustainability. If financing were to be made through hard and tangible commitments, then the Project would be well positioned to continue to deliver results; this unfortunately, is not the case.

Financial Sustainability rating: **(2): MODERATELY UNLIKELY**

255. A significant risk which has emerged during the TE stakeholder consultations is that Provincial Forest Departments neither have the resources nor capacity to carry on maintaining, or operationally supporting activities (examples provided during interviews relate mainly to ecotourism activities such as Moto tunnel, among others), let alone oversee those which are still in various stages of completion.

256. Provincial Forestry and Wildlife Departments, are dependent on funds from the federal government. Discussions with the PMU have indicated that many of the activities from the Project have been picked up by the respective provinces. However, an assessment of the 2021-2022 Annual Development Program of three provinces providing documentary Proof of SFM-related activities/interventions picked by three provincial governments for replication/upscaling paints a different picture with only 3 activities carried over (1 in KP and 2 in Sindh) as follows:

Khyber Pakhtunkhwa:

578	180418 - Fire Prevention & Control in Forest of Khyber Pakhtunkhwa.	55.000	0.000	13.000	0.000	42.000	42.000	0.000	0.000

Sindh:

727	Demarcation Reforestation & Regeneration of Vacated Forest Land (C:29.695+R:105.305) (SDG 15)	Sindh	Approved 28.11.19	June-22	135.000	7.500	21.500	0.000	29.000	106.000	29.500	76.500	106.000	0.000	21	100	0.000	0.000
729	Satellite Based Mapping of Forest Areas and Follow-up Satellite Service for Implementation of Sindh Sustainable Forest Management Policy 2019 (SDG # 15)	Sindh	Approved 10.03.20	June-22	320.000	0.000	19.000	0.000	19.000	301.000	0.000	100.000	100.000	0.000	6	37	100.500	100.500

257. Given that the ADP budgeting process is conducted a year in advance, there will be a significant drop in momentum and maintenance requirements if activities are included in the 2023/2024 ADP.

258. Recent evidence emerged during the writing of the TE report of key decisions on project extension being made unilaterally by the IP and PMU to extend the timeline by 6 months and sub-contract IUCN to undertake monitoring activities. This extension has been made without the involvement and consent of UNDP and RTA, and contrary to directions provided on the Project's operational closure date. While not sanctioned and an approach which eschews rules and procedures of UNDP-supported GEF-funded projects. While this strategy is certainly unconventional it may provide a bridge and continuity until other sources of funds materialize. Having reviewed the financial expenditure reports and CDRs it is unclear which funds are being utilized for this extension. This warrants further investigation and review by designated subject-matter experts.

259. A number of stakeholders interviewed noted that there may be opportunities to secure funding from international mechanisms including the Green Climate Fund and tapping into the recently-established US$ 180M National Disaster & Risk Management Fund which also includes provisions for nature-based solutions to enhance disaster risk preparedness. On the former, a committee has been established and a proposal submitted to the Green Climate Fund for continuation and replication of the Project's approaches. In spite of these bright spots, interviews confirm there is no planned project or follow-up initiative in the short and medium-term horizon that will finalize, follow up, scale up or replicate the project activities in the existing landscape or in different regions. The TBTT-P has filled this void at the national level.

260. Despite the cost-effectiveness section of the Project Document stating that the project is not expected to impose long-term burdens on the national or provincial budgets and that the aim of the project is to improve the effectiveness of existing budgetary allocations for the forestry sector at the forest enterprise level and not to expand public deficits, the TE consultant team notes that the governmental financial resources allocated to the forestry sector are limited and that to fully sustain and scale up the project achievements and keep operations going of existing investments, additional financial resources are needed. The project has contributed to demonstrate the value of forests as a public good. It is hoped that the demonstrations will result in an increase of public investments into a sustainable forestry sector.

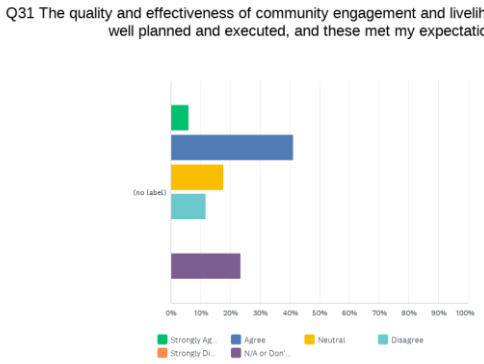
Socio-political Sustainability rating: **(3): MODERATELY LIKELY**

261. The review identified no expected issues that would result in negative social impacts; there is no socio-economic risk to sustainability. In the worst-case scenario, if the Project has a very limited impact, it should not have any negative impact other than the "business as usual" scenario would continue and the barriers preventing the improvement of coordination and cooperation in the region would remain. Nevertheless, the Project has made some important progress. It delivered a series of guidelines; it developed SFM livelihood activities and creating knowledge on making use of NTFPs, some of which will certainly benefit local communities through new income streams and increased buffer against unexpected external shocks; through innovative practices it rehabilitated some degraded riverine landscapes, scrub and pine forests; and invested in small-scale initiatives with communities surrounding these forests seeking to decrease the deforestation rate. The more successful all these activities will be the more positive socio-economic impact the project will have in the 7 landscapes.

262. From a community benefit perspective, the Project has to some extent demonstrated sustainable use of NTFPs through harvesting of black persimmon, walnut, thyme, tea and honey collection to name a few, whereas community-based marketing of these products remained a challenge. Anecdotal evidence was collected during field mission of income-generating benefits and future potential of honey collection from the project landscapes. Distribution of fuel-efficient stove, gas cylinders, kitchen gardening seeds, poultry units, and introduction of biogas plants to local communities is likely to have positive impact on women folk who benefited from these small-scale interventions.

263. For the most part, there is consensus that communities are better-equipped than the baseline scenario (over 50% of respondents either strongly agreed or agreed with this sentiment), and while the sustainability and longevity of interventions are certainly not uniform - based on consultations and focus group discussions - some new high-potential skills such as honey harvesting are promising.

Figure 26. Questionnaire Feedback on Expected Benefits of Livelihood Activities



264. The project invested in capacity building and awareness-raising campaigns which were instrumental to ensure stakeholders informed participation. However, without sustained financial support and continuity, these cannot be considered sufficient in terms of supporting scaling up, replication, and other long-term objectives of the project.

265. Post COVID-19 recovery and its expected impact on the national economy may arise as the most outstanding risk with the potential to undermine the Project's long-term objectives. It could pose challenges in terms of transferring capacities and awareness to appropriate parties to ensure scale-up, replication, and follow-up.

Institutional Framework and Governance Sustainability rating: **(2): MODERATELY UNLIKELY**

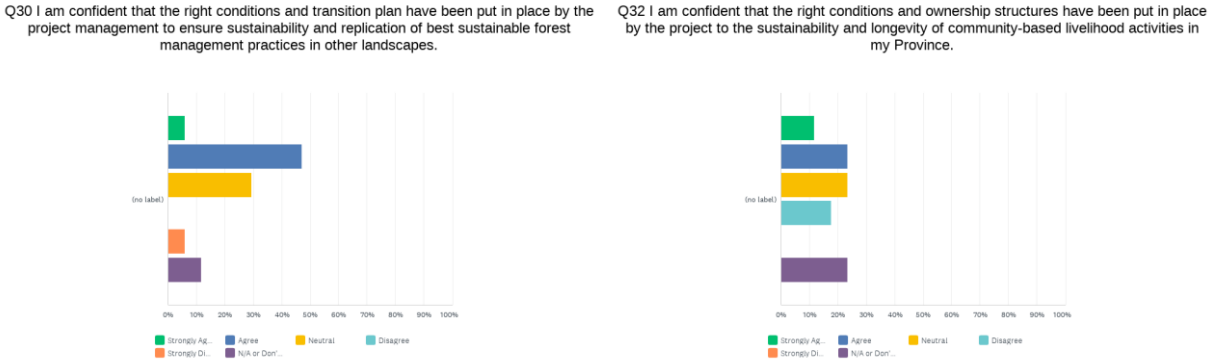
266. At the moment there is no exit strategy for the Project, which is intended to define specific commitments regarding the follow-up and sustainability of the investments made. According to the Project, arrangements for the strategy were not made because a committee was established to plan a follow-up phase through a request to the GCF. Surprisingly, the online questionnaire results have indicated that stakeholders were involved in transition / exit planning through nothing has been shared with the TE consultant team that can be vetted and validated.

267. Most concerning is that no feasibility strategies were undertaken from the outset pointing to poor planning of the longevity of activities and operational plans have not been shared with the TE consultant team to determine what commitments have been made and how operations will be absorbed into ongoing activities of different branches of government. Stakeholder consultations have

surfaced that Provincial forestry departments are already critically short of field staff and simply do not have the personnel to manage / oversee physical works and effectively engage local communities. As such, momentum is likely to dissipate quickly. Local CBO-Support NGOs/Community Directorate of forest departments could have filled this gap if engaged effectively.

268. From a governance perspective, the PB met for the final time in February 2022 and there have been not commitments made for its continuity or re-constitution. The Provincial Project Management Committees established under the Project, if functioned diligently, could have provided an important forum to address SFM challenges at the provincial level. At the local level, with the exception of Sindh province, the nigehbahn model was not fully appreciated equally by other provinces and has not been active in KP for over two years. This coincides with the results of the online questionnaire suggesting that the right conditions and ownership structures at the local level have not been put in place to ensure sustainability. For example, during the field mission the national consultant verified the existence of a central collection centre for sorting and packaging of NTFPs and was told this had not been operational for some time.

Figure 27. Questionnaire Feedback on Transition Planning



Environmental Sustainability rating: **(4): LIKELY**

269. The review did not find any environmental risks to the sustainability of project outcomes. The project has supported the strengthening of the enabling environment across the 7 landscapes to better manage different forest-types, including the planning process through forest landscape management plans. The development of capacities of the different stakeholders and forest stewards (including government staff), the development of monitoring protocols and guidelines, the demonstrations to rehabilitate degraded forests, the protection of HCVFs as well as the small-scale innovative solutions to reduce pressure on forest while contribution to improving the livelihoods of local communities, should render the management of these ecosystems more sustainable over the long-term.

270. The Project has also been working to maintain ecosystem resilience under differing climate change conditions so as to secure a continued sustainable flow of ecosystem services.

Gender equality and women's empowerment

271. The extent to which the Project has successfully lived up to expectations and requirements of a GEN2 marker initiative is mixed and opinions vary. In the words of the UNDP RTA in the 2021 PIR it was noted "*the project has made good effort to present gender disaggregated data in the report and*

also provided dedicated support to empower women through ToT in the construction and installation of cookstoves. And also women community members benefitted through agricultural and livestock inputs, biogas and micro-hydro interventions". The perspective from the UNDP Pakistan Country Office however is less flattering, with both the PIR and stakeholder interviews confirming that efforts fell short of expectations, as there were constant reminders to the PMU to develop a comprehensive gender action plan.

272. The TE consultant team has noted the following documents core documents developed by the Project at the outset and following the MTR where it was flagged that it was falling behind on this dimension:

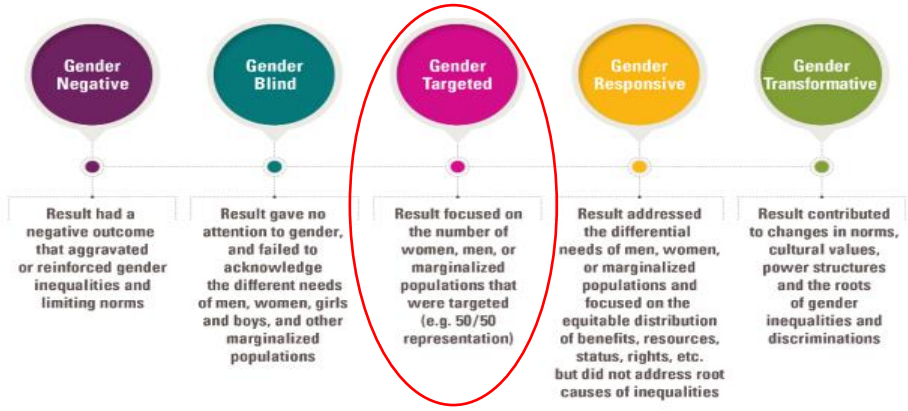
- Asma Khan (2018). Gender and Forest Communities: State of Women Case Study of Siran Valley and Kaghaan Valley, Hazara Divison, Khyber Pakhtunkhwa (2018);
- Amna Khan (2020). A study on Gender or Gender discrimination in Forestry Management in Pakistan;
- Amna Khan (2020). Gender Disaggregated Data on SFM Interventions.

273. While the Project did collect information on and benefits to women resulting from 10 interventions, this was not anchored to a gender action plan as requested by both the UNDP Pakistan Country Office and the MTR. Moreover, in the absence of a gender action plan there was a missed opportunity to determine from the outset how different SFM activities would impact men and women differently and as such, a broad vision of the Project design was lost. It did however, collect gender disaggregated data where appropriate.

274. As a result, based on project assessment, the implementation of programs and activities that are still not optimal in involving women's groups shows that there are still many obstacles in carrying out gender mainstreaming. This condition may occur due to unclear guidance on the policies and community participation of both men and women in project activities.

275. Applying the Gender Results Effectiveness Scale (GRES), the Project design and implementation were both between 'Gender Blind' and 'Gender Targeted'.

Figure 28. The Gender Results Effectiveness Scale (Adapted from UNDP IEO Gender Toolset)



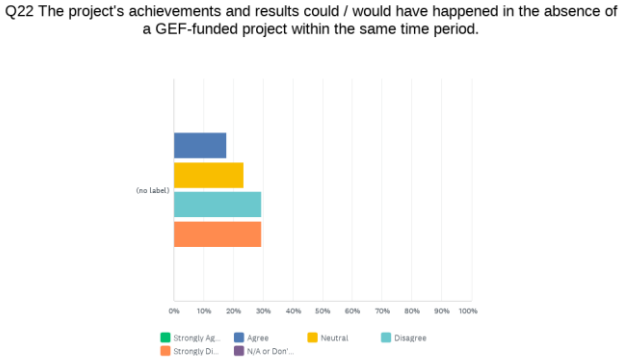
GEF Additionality

276. The Project´s incremental reasoning builds on existing and functional state institutions, whose mandate and competencies are needed to ensure a holistic approach to SFM and a paradigm shift that encompasses different sectors including wildlife. In this context the Project was led and nested within the MoCC, its investments did not replace or duplicated but complement state budget allocations and also served to accelerate the maturity level in key thematic areas such as carbon sequestration. The GEF facilitated investments that otherwise would not have been possible to realize from other governmental or non-governmental sources. The TE consultant team found there was consensus around the value that GEF resources have brought to the table which was reinforced by a sentiment on the online questionnaire that the achievements would not have happened in the absence of a GEF-funded project within the same time period.

"THE PRACTICABILITY OF REPLICATING SFM MODELS, GOVERNANCE AND CAPACITY BUILDING PROGRAMS WILL BE THE BASIS FOR THE SUCCESS OF THIS PROJECT"

- PROJECT DOCUMENT

Figure 29. Questionnaire Feedback on GEF Additionality



277. The additional value of the GEF support focused on the demonstration of participatory and integrated forest management models based on innovative and sustainable financing including watershed management, non-consumptive resource use (e.g. ecotourism), use of NTFPs. Such models were not part of conventional forest management practice in Pakistan at the time of design, which mainly addressed timber production and coordinated in a top-down manner.

278. GEF support was also instrumental in the practical development of consistent SFM models based on international best practice, supported by knowledge transfer and capacity building, which could also be scaled up through parallel initiatives; the Project was successful in this regard. Through capacity building of provincial Forest and Wildlife Departments and supporting the participatory and integrated working of the public and private sectors and local communities, the GEF Project facilitated development, implementation and up-scaling of SFM across Pakistan.

279. The TE also finds the Project was less successful in fulfilling other aspects of the GEF increment, mainly in advancing carbon marketing and other PES mechanisms. At the federal level the Project was supposed to advance REDD+ readiness to contribute to fulfilling the requirements in the context of UNFCCC. In reality however, REDD+ was not a principal and tangible focus.

Catalytic Role / Replication Effect

280. The GEF defines the catalytic role of projects as one of the ten operational principles for the development and implementation of the GEF work program. The GEF funds projects in such a way that they attract additional resources, pursue strategies that have a greater result than the project itself, and/or accelerate a process of development or change. It recognizes that its support is catalytic in nature: "*it does not achieve impact on its own but rather in collaboration with its partners, especially through follow-up actions by governments and other agents at different scales*". The GEF's catalytic role is characterized as a three-phased approach consisting of foundational activities, then demonstrations, and finally investments. Within this context, the review of the catalytic role of this project is to consider the extent to which the project has demonstrated: (i) the production of a "public good"; (ii) demonstration(s); (iii) replication; and (iv) scaling up of the project achievements.

281. Considering the GEF definition of the catalytic role and its four-point scale, this project has demonstrated a certain catalytic role focusing on two phases: foundational activities and demonstrations. Through its activities the project has demonstrated a) the production of public goods and b) the demonstrations of these public goods.

282. Outcome 1 was expected to provide strong justification of the benefits of mainstreaming SFM at a larger policy and planning levels. From this perspective, the Project supported the development of 6 (not 7) **draft** forest landscape management plans and 3 draft working codes (anchored to strong baseline data and monitoring protocols) to demonstrate the new approach to manage forests sustainably.

283. The Project's investment component under Outcome 2 sought to develop synergies among rural development actors and programs with an objective of raising additional investments that will fund sustainable resources use practice models and other alternative livelihood generation activities within and outside of the targeted landscapes. This component will also looked to catalyze a process whereby regional and local NGOs, CBOs and forest development agencies sought to obtain commitments from provincial budgets for SFM and related community actions. There was also a need for a paradigm shift for the coordination between forestry and wildlife departments on high conservation value forests integrating biodiversity and conservation with traditional forestry. The review indicates that the project has produced a good list of "public goods" such as innovative solutions to reduce pressure on forest such as testing pine briquette / fuel efficient stoves as an alternative to firewood, use of solar irrigation. Reintroduction of traditional SFM techniques and methods of woodland management used during British, assisted natural regeneration, and innovative seeding techniques. There were also investments in creating a value chain for different NFTPs.

284. The Carbon monitoring component of the Project was designed to test guidelines and practical tools for carbon monitoring and measurement in the forestry sector that could be further adopted as part of national carbon monitoring framework and used at national level for preparation of green-house gases inventory and national communication to UNFCCC. The Project led to some valuable regeneration and reforestation activities with over 10,263 ha regenerated and 7,436 ha reforested. It also led to robust calculations for carbon sequestration by the PFI, based on SFM activities, anchored to assumptions, that can be replicated elsewhere.

285. However, the Project has been less successful in engineering a paradigm shift with other provincial departments key to SFM, largely due to political issues of control, and when considering the GEF definition of investment activities, the investment of the project in the development of mechanisms of

broader adoption that would lead to transformational change has been limited, such as replication, scaling-up, and market change as well as increasing investment of stakeholders to fully sustain GEF-supported initiatives beyond GEF funding.

V. Main Findings, Conclusions, Recommendations & Lessons

A. Main Findings

286. The general findings of the Terminal Evaluation indicate that "Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests" was moderately successful in generating expected results. Likewise, the Project's overall performance was **Moderately Satisfactory** in relation to the established evaluation criteria, with uneven and varied performance across the targeted landscapes. These are positive ratings considering the scale and geographic spread of activities that were implemented across the three provinces and seven landscapes, the complex institutional arrangements, the high coordination and administrative support needs that resulted, and the fact that numerous activities are still ongoing at operational closure.

287. By virtue of it having met only 1 of the 3 targets and partially met another, the Project has contributed modestly to the Development Objective of promoting Sustainable Forest Management in Pakistan's Western Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn, and Riverine forests (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services, through its three associated indicators. While the Project supported the development of 7 landscape level forest management plans, the TE consultant team finds these of varied technical quality having been developed by different technical consultants and IUCN, and are in different stages of finalization, are very much still under review by provincial forest departments and other stakeholders, and have not been implemented, let alone having delivered ecosystem benefits as envisaged. While carbon sequestration efforts have lagged throughout the Project and was fraught with inconsistent calculations, it appears that considerable progress has been made in the last two quarters of 2021. Having reviewed the highly technical calculations by the Pakistan Forest Institute, the TE consultant team considers this target as being met. However, these calculations remain to be validated by independent experts on carbon stock assessment.

288. The Project implementation approach was well-articulated and in principle promoted a two-pronged ecosystem services and livelihood approach at each of the landscapes high in both biodiversity potential and where communities are affected by extreme poverty. In both cases the impacts, though well-intentioned, were muted due to scalability issues and inadequate investments and post-project operational planning for sustainability of efforts. Annual work planning was well-orchestrated and consistent with standard AWP processes and included broad consultation at each of the provinces. Competing visions and priorities led to scope creep and trade-offs being made to secure ownership of executing partners. This did not always translate into delivery and preparation and readiness varied considerably between executing partners and not all the Project landscapes have progressed at the same rhythm.

289. The Project goals fell short compared to the possibilities offered. According to the testimonies gathered during the evaluation mission, it can be inferred that work was done on different fronts that included several operational issues and approaches related to the productive and sustainability issues.

290. Progress against Outcome 1 was **Moderately Satisfactory**, against Outcome 2 was **Moderately Satisfactory** and against Outcome 3 was also **Moderately Satisfactory**. Of the 18 total indicators in the Strategic Results Framework following adaptive management changes and whittling down of the Project's scope after the MTR, only 9 were achieved in full, 6 partially achieved and 3 not met. Taken

together, the Project's Development Objective was not fully achieved in relation to its stated impact indicators, and most of the expected outcomes were only partially achieved. Greatest progress was made towards local / provincial outputs and outcomes rather than national deliverables.

291. Reports on the progress of the indicators show that the targets established at the quantitative level have not all been met with many gaps and loose ends as the Project reached its official operational closure on 31 December 2021, especially with respect to adoption of landscape management plans, working plan codes and physical works. From a qualitative point of view, a properly guided exit strategy is needed and that single-focused efforts to apply for funding through the Green Climate Fund is a highly risky prospect which may take time to materialize and pay dividends. This Project experienced significant limitations, especially due to constraints related to the COVID-19 pandemic in the years following the MTR, impacting capacity building activities.

B. Conclusions

292. The Project leaves some important legacies, including many "firsts" for Pakistan. Perhaps the most important legacy left by the Project is the demarcation of and replacement of missing boundary pillars. In collaboration with the Survey of Pakistan, this has created a new baseline for the country and an important step in hastening the recovery of forests, resolving encroachment issues and addressing the illegal conversion of forest lands to other land uses, especially in the Sindh province. Significant progress was also made towards demonstrating and documenting different SFM approaches, including those at the local level through community engagement, across the 7 landscapes which stands out as one of the Project's main accomplishments. Also of significance is first-hand exposure to best practices and training through a wide range of visits to other jurisdictions and international exposure visits to experiential learning. Finally, a range of facilities that were in a state of disrepair or unused have been renovated under the Project, not least of which is the transformation of Miani Forest and Wildlife Training School at Hyderabad, Sindh, which benefitted from significant physical and soft investments to support academic studies of new cohorts going forward.

293. Efficiency was one of the weaker aspects of performance. Inefficiency was reinforced at the national level by changes of government in 2018 leading to policy shifts and strategy resets, continual staff turnover at provincial and landscape level, multi-tiered institutional and administrative arrangements that did not always foster sufficient technical ownership, and administrative guidelines that did not offer the flexibility or adaptive management. Resourcing gaps resulted in both PMU and PMIUs pursuing tasks for which they were ill-equipped and understaffed to deliver, especially with respect to liaison with local communities and effective planning and monitoring of physical works. Wildlife departments were not sufficiently engaged in spite of a strong focus on biodiversity and wildlife elements in on-the-ground Project investments. Unhappily, not all physical works were completed and design was a contributing factor as several outputs were excessively ambitious for the allocated timeframes, or were outside the Project's influence and technical depth.

294. The main shortcomings of the Project are in the sustainability, integration of and dissemination of results, although the TE consultant team understands that discussions have occurred and are currently ongoing between a subset of partners to leverage products developed, an eventual subsequent phase, and regarding whether funding allocations can be secured prior to GCF funds materializing. The institutionalization of Project achievements and SFM concepts are also contingent the eventual approval and implementation of the 7 FMPs, working plan codes and monitoring protocols to become part of the official instruments to manage HCV forests in Pakistan.

295. There have been few if any conversations on transitioning unfinished physical works to other entities. Stakeholder consultations have surfaced that the forestry sector is understaffed and grossly underfunded, which presents a financial risk to sustainability and operations of both completed and unfinished restoration activities. Moreover, the change from unsustainable to sustainable practices implies the reform of the institutional framework and governance of the forestry sector, which, under this project demonstrated that it is a challenging task, especially at the community level. From a concept perspective the absorption of approaches into the TBTT-P bodes well for replication, provided there is provision under the PC-I of TBTT-P.

296. While the Project commissioned a superficial study on gender considerations in the forestry sector and a deeper analysis on how the UNDP-GEF SFM project responded to women's needs, capabilities and preferences, it missed an opportunity to fully mainstream women's empowerment - as expected from a GEN2 maker rating – into the Project's activities by looking at how activities affect men and women differently. Instead, it honed exclusively on the Project's livelihood interventions, some of these targeting women. Recommendations, up until the 2020 PIRs from the UNDP Country Office, regarding documenting gender disaggregated data for all activities and developing a 'gender mainstreaming strategy / action plan', as well as a gender-focused knowledge management & communications, did not materialize.

C. Recommendations

297. A summary of recommendations is provided in the table below:

Table 30: Key recommendations table (with responsible entity)

Number	Recommendation	Primary Responsible Unit(s) or Party(ies)
Category 1: Current project		
1	**It is recommended to ensure that all technical reports produced to date be made available to their intended audience and "consumers" following the Project's operational closure. Additionally, it would be more advisable to put the key project reports and plans on the websites of Ministry of Climate Change and respective provincial Forest Departments.** The Project has been a prolific report generator and has produced an impressive body of knowledge including numerous baseline studies, assessment, technical manuals, training reports, guidelines, management plans, etc. As the Project closed at the end of 2021, all these products should be collated and made available to their intended target audience and made available at the websites of the concerned agencies and departments, including a full listing in the final project report. This recommendation coincides with the need for a knowledge	PMU, PMIU, Implementing Partner, Provincial Forestry Departments and UNDP Country Office[29]

[29] UNDP is mentioned as a responsible party only from the perspective of providing access to any corporate knowledge management tools, such as Microsoft SharePoint for example, to enable the collation and dissemination of knowledge products if a tool is not already available by the Ministry of Climate Change or Provincial Forestry Departments.

Table 30: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
	management strategy going forward to identify the people, processes and technology to keep these reports up-to-date if subsequent revisions are warranted.	
2	**Without delay, any surplus or unspent GEF funds should be transferred back to the UNDP Pakistan Country Office to be returned to the donor.** Based on a comprehensive review of the cumulative Combined Delivery Reports, the Project has only managed to spend 95% of the total GEF budget at operational closure. Therefore, there are approximately 5% unspent financial resources at operational closure (US$ 402,941.90) which need to be reclaimed by UNDP's Bureau for Policy and Programme Support of the Global Policy Network - Nature, Climate and Energy - Vertical Fund (BPPS NCE-VF) Directorate. Per financial guidelines, a refund to the GEF shall be done via reporting on financially closed projects after the Country Office financially closes the project in Atlas (up to 12 months following operational closure).	Ministry of Climate Change and UNDP Country Office
3	**In the absence of a formal exit strategy and final project terminal workshop, the IP and the provincial Forest Departments should develop a succinct roadmap on the way forward and convene a meeting with the Implementing Agency, Ministry of Climate Change and representatives from each Provincial Forest and Wildlife Departments to transition unfinished activities, unapproved deliverables and settle any liabilities for partially completed works[30].** The Project contributed to improving the enabling environment for SFM and invested in testing and demonstrating innovative approaches. As per the GEF definition of catalytic role, most results of this project are now ready for replication and scaling up. In order to facilitate and ensure the sustainability of these results, it is recommended to collate together a summary of all the products and services developed by the Project, identify an owner and transition strategy (phasing down, phasing out and phasing over). The roadmap document should detail what remaining work needs to be done to complete unfinished deliverables, when, how and who, to facilitate the transfer of project achievements to relevant partners and stakeholders. It would also contribute to ensure the long-term sustainability of the Project's achievements.	Implementing Partner (MoCC) and the respective Provincial Forestry Departments
4	**Develop operational plans for ecotourism activities, captive-breeding/rescue centers, wireless-based communication system, and physical works which require ongoing operational support, as well as facilitate the development of**	IP (MoCC) and the respective provincial Forestry and Wildlife Departments

[30] This may include unpaid salaries, contracting services and work undertaken per already agreed estimates and designs and approvals to activate construction.

Table 30: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
	business plans for local livelihood activities, i.e., sustainable use of Non-Timber Forest Products (NTFPs). As an input into the roadmap noted above, a series of operational / maintenance plans should be established for key ecotourism ventures (i.e., Moto Tunnel, Mlakandi, Munro Track, and Tourist Village/Visitor Centre at Kund Siran Forest Division); forest squads and equipment; road maintenance in Chakwal and Kallar Syedan; and, wireless-GPS communication systems, to name just a few. Investment business plans should be developed to support continuation and self-sufficiency of livelihood.	
5	**The horse stable established in Siren Landscape for revival of century old practice for patrolling high-altitude reserve forests will not be viable in the long-run, given the lack of proper facilities, professional handlers, and veterinary services within the KP forest department. This facility should either be desisted or managed with proper resources and expertise.** The horse stable was established without a feasibility study and operational plan by bringing horses from the down country, which were not climatized to the cold environment, resulting in the loss of two horses. Given the availability of alternate options for surveillance of mountain forest tracts (reserve forests), this activity should be discontinued and the remaining horses be transferred to the Forest School in Abbottabad (as proposed by the school already) or other suitable facility in KP.	IP and KP Forest Department
6	**Activities of a highly technical and specialized nature like captive-breeding and release of wild animals and birds should be undertaken with the involvement of provincial wildlife departments having mandate and expertise for resorting to such ventures and maintaining these facilities for ensuring sustainability and viability.** It is very important that activities of a specialized nature are under taken with proper feasibility studies and operational plans keeping in view habitat assessment and requirement, as well as structure and functions essential for the targeted species and with the engagement of concerned line departments. As a result of insufficient engagement and involvement of provincial wildlife departments during implementation and their reluctance to do so at this juncture, it is important to find the viable options for maintaining these facilities and achieving the desired results after operational closure of the Project in some manner due to inadequate capacity within the provincial forest departments to run these facilities.	IP and respective provincial Wildlife Departments

Table 30: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
Category 2: Future GEF programming		
7	Consider the seasonality of activities in project design and account for die-off of seedlings / saplings in budgets for restoration works.	IP, respective provincial Forest Departments, UNDP-CO
8	The planning of and management of co-financing resources must undergo a fundamental rethink. The ongoing management of co-financing contribution as inputs to AWP was missing and the impact of the Project was not aligned to the total funding envelope as envisaged at the time of CEO endorsement.	IP and UNDP-CO
9	At inception, ensure a clear selection / nomination process and supporting criteria for participants to attend training sessions (domestic and international) are developed from the outset. These should be developed with key beneficiaries in mind, especially at lower tier of the provincial line agencies. The trainings in the UNDP-GEF SFM project, especially international workshops and exposure visits, disproportionately benefited senior management, project team, and those that might have already had a relatively high level of capacity.	IP and UNDP-CO
10	**Establish partnerships with local and provincial academic institutions and grassroots NGOs towards the contribution to SFM and biodiversity conservation.** Involvement of community level governance structures, research institutions, and academia in activities targeting participatory resource assessment and biodiversity conservation, especially at the operational level, is crucial. Therefore, it is important to establish some operational-level partnerships with the local and provincial research institutions and academic sector, and with CBO-Support Organizations so that the participatory biodiversity conservation and monitoring efforts can continue after operational closure of the Project.	IP and UNDP-CO
11	***UNDP Pakistan Country Office to offer initial and refresher Project Management and gender training for projects within its portfolio.*** Training has the potential to act as a bridge between the IA and Implementing Partners and provides PMUs with the key underpinnings and playbook to manage projects well and according to best practice, especially to government personnel with limited project exposure. The UNDP Pakistan Country Offices should also offer ongoing guidance on how to apply a gender lens to GEN2 projects. This should be the norm as is the case with other UNDP Country Offices.	UNDP-CO
12	The PIR is a core reference document and should be the source of truth of any project logical framework. Projects should internalize and start monitoring cumulative progress against modified indicators following MTRs. PIRs should explicitly delineate changes to the results hierarchy and targets once adopted by the Project Board.	IP and UNDP-CO

Table 30: Key recommendations table (with responsible entity)		
Number	**Recommendation**	**Primary Responsible Unit(s) or Party(ies)**
13	For multi-focal area projects like SFM requiring involvement of local communities in on-the-ground implementation of project activities targeting livelihood improvement, there should have been full-fledged community mobilization component at least at the outcome level. Such a provision in the project design could help in organizing local communities, strengthening traditional governance structures and creating financial mechanisms for sustaining these structures and activities undertaken with their involvement. Therefore, it would be advisable such type of future projects should have a desirable level of community mobilization/organization component with a clear outcome and outputs, and corresponding indicators.	IP and UNDP-CO
14	Future projects should ensure appropriate mechanisms are in place to ensure ownership is transferred and concentrated at the provincial level and that benefits accrue at the local level, especially local communities within the landscapes per a project's design.	IP and UNDP-CO
15	Project of technical nature like SFM should be managed at the technical level by the personnel having expertise and technical knowledge of the subject both within the project team and among implementing/executing agencies. This would help in proper designing, implementing, overseeing, and producing desired results envisaged under the project design.	IP, respective provincial Forest Departments and UNDP-CO
16	UNDP should ensure that the Terms of Reference for project audits are expanded to include an assessment of administrative and financial management practices by a project team and implementing/executing agencies. This would be closer to a performance audit and could help GEF agencies target problems at an early stage and apply corrective measures. Furthermore, and as an extra measure of due diligence, a new financial audit should be undertaken, or added to the scope of an existing one. The scope of work should include: • A determination of whether GEF resources were used to extend the operational closure date of the Project and how this is reflected in financial reporting, as it is not clear from the latest Combined Delivery Reports shared with the TE consultant team how this has been reported.	UNDP-CO
17	In spite of not being mentioned in the Project Document as a Responsible Party, IUCN was allocated a budget of US$ 1,516,900.00 via a Letter of Agreement (LoA), corresponding to 18.2% of the total GEF grant. Ensure that any partner not mentioned explicitly in the Project Document is selected through competitive tendering and RFP process.	IP and UNDP-CO
18	The sustainability of livelihood activities ought to be strengthened going forward through more focus on value chain improvements of selected potential NTFPs (fruit, nuts, medicinal plants) and improved market access to address livelihood needs of forest dependent beneficiaries.	IP, respective provincial Forest Departments and UNDP-CO

D. Lessons Learned

298. The project experience provides an interesting case study from which a number of lessons can be derived:

- ***GEF projects should be purposefully ambitious but also ought to be purposefully realistic and pragmatic.*** Project design must take into account the disruption, upheaval and change in policy resulting from election cycles and priorities of the incumbent government. Political risk must also be part of the risks of implementing such a project with costed risk mitigation strategies to minimize negative impacts to project effectiveness.

- ***Initial mobilization of GEF project inputs and bringing key players on the same wavelength take considerable time, especially in developing countries like Pakistan.*** Therefore, project design must take into account such time lag between endorsement of Project Document and actual initiation of the project implementation, as this was the case in the UNDP-GEF supported SFM project.

- ***Multi-focal area projects, especially those which are intended to break new ground, are inherently complex from the outset and should be designed to align with available personnel, capacities and requisite skill sets of the management / coordination teams that implement them so as to avoid projects spreading themselves too thin.*** A good design leads to a good implementation, which in turn leads to good project results. There is more chance for a well-designed project to be a success. Every step of the way counts in its overall value-chain towards eventual success. In the UNDP-GEF SFM project, outputs and outcome indicators were often over-dimensioned in relation to the allocated timeframes or outside the Project's immediate influence; this is a recurrent design oversight that unfairly 'raises the bar' for performance and impact assessments. The Project's performance was to a certain degree influenced by (i) unrealistic timelines for key outputs; (ii) institutional coordination arrangements that were broad and time-consuming through LOIs once AWPs were completed; (iii) administrative guidelines that were not ideally suited to the needs of this project. Alternative project modalities - implementing separate contracting for co-implementing partners - might have provided more effective options and should have been considered at the design stage; and (iv) too many complex indicators which persisted until after the MTR with an inadequate M&E budget for monitoring indicators.

- ***Less is more.*** GEF projects are designed to demonstrate new approaches, but can easily become overwhelmed when trying to juggle too many studies, demonstrate far too many approaches, consolidate learnings, refine approaches and then try to implement on a wider scale; all while considering the mainstreaming of cross-cutting issues and gender aspects. It is much better to focus on a handful of demonstration and get them right than trying too many with multiple loose ends, which takes away from their inherent demonstration value and ability to be packaged as well-informed case studies and results of the pilot testing.

- ***Community-based SFM interventions require proper community mobilization and engagement of local governance structures or CBO-Support local NGOs.*** Provincial forestry and wildlife departments often lack expertise and manpower trained in social organization and keeping an active liaison with local communities. If such expertise is not available with the project team either, the project would suffer immensely and may not be able to achieve desired results and sustainability of community level SFM related livelihood activities, as observed under this

UNDP-GEF SFM project. Ideally, each PMIU should have been facilitated with a full-time "Community Liaison Officer."

- ***Careful thought and attention to recruitment and ensuring independence of PMUs.*** Multi-stakeholder projects require seasoned managers at different levels of project implementation with solid background and certification in core fundamentals. It is also beneficial to consider recruiting externally based managers who will remain independent and reflect the needs of all partners.

- ***It is never too early or too late to learn from mistakes and change course.*** Adaptive management is a key management instrument for this type of project, providing the necessary flexibility to review and reinvent the approach to implement the project as needed, as well as use out-of-the-box innovative thinking to secure project deliverables while maintaining adherence to the overall project design.

- ***The Project has established a foundation of demonstrated sustainable practices that facilitates future replication and is likely to generate eventual impact. It is now time for the responsible ministries and forestry departments to move the Project's legacies forward.*** Although the wider Project team was unable to fully achieve all outcomes or the project's objective, the present situation is a considerable improvement over the pre-project baseline. The responsibility now lies with the Implementing Partner and executing partners at the provincial level to generate the momentum that is needed to move these processes forward - both horizontally to an expanding number of stakeholders, and vertically as a means to influence government policies in the three provinces and within others. This project is also a good example of demonstrations that could lead to multiple spin-off investments and to a substantial investment project by other entities such as the GCF or World Bank supported NDRMF. The Project has been relatively successful in demonstrating some SFM measures and carbon sequestration capacity in different forest ecosystem types; it is now ready to be replicated (an investment project) throughout Pakistan so long as the core fundamentals FMPs, working plan codes, and monitoring protocols are adopted and implemented by the respective provincial governments.

- ***Energy self-sufficiency, alternate energy sources (i.e., biogas plants and solar system) Non-Timber Forest Products and specifically honey collection have shown to be fundamental entry points for sustainable community development and women's empowerment associated with SFM.*** Access to energy is a fundamental issue throughout Pakistan, and is a source of conflict in sub-tropical pine and scrub landscapes of Punjab where communities largely depend on locally harvested fuelwood. The proliferation of energy efficient stoves and biogas plants served as a technology validation that addresses a fundamental need. Organic production, community collection and branding of high-value NTFPs in Khyber Pakhtunkhwa, while demonstrated at a micro scale, has potential if nurtured. Training on wild honey collection and storage at local communities of Kot Dhingano Lakhat Riverine Forest Landscape stands out as a viable sustainable development option that integrates environmental and socio-economic benefits, with significant income potential based on feedback received during stakeholders' consultations.

- ***As part of managing GEF projects, a discreet final phase is required to consolidate and document results.*** Because the Project was consumed with frenetically delivering final activities during the final two quarters of 2021 to make up for delays, it missed a vital opportunity to consolidate findings and lessons through a final terminal workshop, document results through a final terminal report, discuss operational readiness and transition planning through an exit strategy, and to identify the way forward to replicate these results in similar context in the country and in

other provinces.

LIST OF ANNEXES:

ANNEX A: TERMS OF REFERENCE


TORs.pdf

ANNEX B: INCEPTION REPORT

UNDP-GEF SFM Project Pakistan_Inc

ANNEX C: LIST OF DOCUMENTS REVIEWED

S. #	Document
UNDP-GEF Documents	
1	Project Identification Form (PIF)
2	UNDP-GEF Project Document, Log Frame Analysis, and other annexes
3	CEO Endorsement Request
4	UNDP Initiation Plan
5	UNDP Social and Environmental Screening Procedure (SESP)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All annual Project Implementation Reports (PIRs) (2017-2021)
9	Progress reports (semi-annual or annual, with associated signed copies of annual workplans and Combined Delivery Reports (CDRs)
10	Oversight field mission reports
11	Annual Audit Reports (2017 -2021)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	Tracking Tool for SFM/REDD-Plus Projects (from CEO Endorsement, midterm and terminal stages)
14	Tracking Tool for Biodiversity Projects in GEF-5
15	UNDP's Guideline for Conducting Terminal Evaluation of UNDP-Supported GEF-Financed Project
16	UNDP Country Programme Document (CPD) with adjusted RRF (2018-22)
17	Pakistan One UN Programme III (OP III) 2018-22
18	UNDP Strategic Plan 2018-21
19	PAK CCPAP 2013-17
20	Field Visits Monitoring Report-KP (Sept. 2020)
Key Project Documents	
21	Project Organogram; contact details of project staff, IP/RP, Service Providers, individual consultants, and project beneficiaries
22	Signed AWPs for 2017, 2018, 2019, 2020 and 2021
23	Project Steering Committee (Board) notification and minutes of its meetings (1st to 7th meeting)
24	Provincial Management Committees' notifications and minutes of their meetings
25	Letters of Agreements signed with: Provincial Forest Departments of KP, Pb and Sindh, IUCN, PFI, and DFO, Wildlife Mansehra
26	Financial data, including actual expenditures by project outcome, including management costs, and documentation of budget revisions
27	Co-financing data with expected and actual contributions broken down by type of co- financing, and sources
28	Contact details of Project Team, Project IP/RPs, Service Providers, Individual Consultants, and Project Beneficiaries
29	Details of knowledge products produced from 2017- 2021

30	List of survey reports, studies, research reports and publication produced under PMIU, SFM-Punjab
31	Details of physical works carried out under SFM-P from 2017-2021
32	Details on operational sustainability of physical works/interventions
33	Details on SFM-Project's Capacity Building Interventions
34	APRs for 2017, 2018, 2019 and 2020
Technical Reports and Plans Produced under SFM-P	
35	Draft Project Landscape plans for Kaghan, Siren, Scrub Forests (Dist. Chakwal), Pine Forests (Rawalpindi North), Sukkur, and Kot Dinghano-Lakhat landscapes
36	Draft Management Plan for Chinji National Park
37	SFM Best Practices National Workshop report
38	Baseline studies reports conducted and prepared by PMNH
39	List of forest monitoring systems established and operationalized
40	Impact of Climate Change on Forest Types of Pakistan
41	Carbon Accounting of Activities of SFM-P in Sindh, Punjab, & KP
42	Booklet-Protected Areas Management Planning produced by SFM-Punjab
43	Booklet-SFM Concepts and Practices produced by SFM-Punjab
44	Training Module: Sustainable Forest Management: A blended training course
45	Sindh Forest Working Plan Codes 2019
46	Khyber Pakhtunkhwa Working Plan Code 2020
47	Feasibility Study for a Proposed National Park--Parrera, Ara and Diljaba
48	Road Map for Sustainable Ecotourism along Munro Track Siren and Kaghan Valleys
49	Action Strategy for Sustainable Forest Management SFM
50	Communication and Stakeholders Participation Strategy
51	List of Significant Achievements of SFM Project
52	Punjab Urial Survey Report, 2020
53	HCVF draft report of Kaghan Landscape, KP
54	HCVF draft report of Siren Landscape, KP
55	Feasibility study Koh e Suleiman National Park Proposal, KP
Awareness Raising Material & Other Knowledge Products Produced under the SFM-P	
56	Project communications, awareness raising and advocacy materials, including brochures on SFM project, Munro Track, Ecotourism Promotion in Kamal Ban Forests, Understanding REDD+, Moto Tunnel, Shinkiari Carnivore Center, Kitchen Gardening, Poultry Raising, Retrieving and protecting Forest Lands etc.
57	Booklets on Wildlife of Kaghan and Wild Cats of KP
58	Video on Munro Facilitation Center, KP
59	Video on Nigahban Model-Sindh
60	Video on Nadi Bangalow
61	Video on Moto Tunnel
62	Video on establishment of Mini Dams and Water Ponds under SFM
National and Provincial Documents	
63	NBSAP-Pakistan
64	National Forest Policy 2015

65	National Climate Change Policy 2012
66	The Punjab Forest Policy, 2019
67	Punjab Protected Areas Act, 2020
68	The KP Joint Forest Management (Community Participation) Rules, 2004

ANNEX D: SAMPLE LIST OF INDICATIVE QUESTIONS

General

1. Did they have an inception workshop? How was it, who participated, are there minutes or workshop report we can refer to?
2. When was it decided to scale down the ambition of the project? By whom and was this a good decision in retrospect?
3. How were the administrative and financial arrangements?
4. What other projects and initiatives have been collaborating / complementing or competing with the UNDP-GEF SFM project?
5. The extent to which the project activities are suited to the priorities and policies of the target group, recipient and donor.
6. To what extent are the objectives of the project still valid?
7. Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
8. Are the activities and outputs of the project consistent with the intended impacts and effects?
9. What could have been done differently?

Relevance

1. Is the project relevant to GEF multi focal areas?
2. How does the project support the GEF multifocal area and strategic priorities?
3. Is the project relevant to the Pakistan's environment and sustainable development objectives?
4. How does the project support the environment and sustainable development objectives of Pakistan?
5. To what extent is the project country-driven?
6. What was the level of stakeholder participation in project design?
7. What was the level of stakeholder ownership in implementation?
8. Does the project adequately take into account the national realities, both in terms of institutional and policy framework in its design and its implementation?
9. Is the project relevant to the country programme of the UNDP?
10. Does the project contribute to the Country Programme Document of UNDP in Pakistan?
11. Is the project addressing the needs of target beneficiaries at the local and regional levels?
12. How does the project support the needs of relevant stakeholders?
13. Has the implementation of the project been inclusive of all relevant stakeholders?
14. Were local beneficiaries and stakeholders adequately involved in project design and implementation?
15. Is the project internally coherent in its design?
16. Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)?
17. Is the length of the project sufficient to achieve project outcomes?
18. How is the project relevant with respect to other donor-supported activities?
19. Does the GEF funding support activities and objectives are not being addressed by other donors?
20. How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors?
21. Is there coordination and complementarity between donors?
22. Does the project provide relevant lessons and experiences for other similar projects in the future?

23. Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives?
24. What has been the main focus of the project implementation so far? Who are the main beneficiaries? How were they selected?
25. The extent to which the project activities are suited to the priorities and policies of the target group, recipient and donor.
26. To what extent did the objectives remain valid throughout the project duration?
27. Were the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
28. Were the activities and outputs of the project consistent with the intended impacts and effects?
29. How was the project aligned to the national development strategy?
30. To what extent are the objectives of the project still valid?
31. Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
32. Are the activities and outputs of the project consistent with the intended impacts and effects?

Effectiveness

1. Has the project been effective in achieving its expected outcomes?
2. To what extent have the project targets been achieved?
3. To what extent have the project failed to achieve its targets?
4. To what factors can be attributed the achievement and/or non-achievement of the targets?
5. Did the activities contribute to the achievement of the planned outputs?
6. Have the different outputs been achieved?
7. What progress toward the outcomes has been made?
8. How is risk and risk mitigation being managed?
9. How well are risks, assumptions and impact drivers being managed?
10. What was the quality of risk mitigation strategies developed? Were these sufficient?
11. Are there clear strategies for risk mitigation related with long-term sustainability of the project?
12. What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?
13. To what extend the design, implementation and results of the project have incorporated a gender equality perspective and human rights-based approach? What should be done to improve gender and human rights mainstreaming?
14. What has been the result of the capacity building/trainings interventions? Were qualified trainers available to conduct training?
15. How did UNDP support the achievement of project outcome and outputs?
16. How was the partnership strategy conducted by UNDP?
17. Has UNDP partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness? What were the synergies with other projects?

Efficiency

1. Is project support provide in an efficient way?
2. Is adaptive management use or need to ensure efficient resource use?
3. Are the project logical framework and work plans and any changes made to them use as management tools in the implementation?
4. Are the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
5. Are progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?

6. What was the original budget for the Project? How have the Project funds been spent? Were the funds spent as originally budgeted?
7. Are there any management challenges, which affected efficient implementation of the Project? What are they and how were they addressed?
8. Does the leveraging of funds (co- financing) happen as planned?
9. Are financial resources utilized efficiently? Could financial resources have been used more efficiently?
10. Is procurement carried out in a manner making efficient use of project resources?
11. How is results-based management used during project implementation?
12. Is project implementation as cost effective as originally proposed (planned vs. actual)
13. How efficient are partnership arrangements for the project?
14. To what extent partnerships/ linkages between institutions/ organizations are encouraged and supported?
15. Which partnerships/linkages are facilitated? Which ones can be considered sustainable?
16. What is the level of efficiency of cooperation and collaboration arrangements?
17. Which methods are successful or not and why?
18. Is the project efficiently utilized local capacity in implementation?
19. Is an appropriate balance struck between utilization of international expertise as well as local capacity?
20. Is the project take into account local capacity in design and implementation of the project?
21. Is there an effective collaboration between institutions responsible for implementing the project?
22. How could the project have more efficiently carry out implementation (in terms of management structures and procedures, partnership arrangements etc.)?
23. What changes could make (if any) to the project in order to improve its efficiency?
24. Are objectives achieved on time?
25. Is the project implement in the most efficient way compared to alternatives?

Sustainability

1. Are the outputs and outcomes of the project likely to be sustainable?
2. Is there a realistic sustainability plan?
3. Do project achievements show potential for sustainability, replication, scaling up?
4. Do the financial, institutional, policy, social, economic, cultural and environmental conditions pose risk/s to the sustainability of project results?
5. Are the risks manageable?
6. Does the sustainability plan address the risks?
7. What opportunities are available that can help sustainability of project gains?
8. How can these opportunities be used or optimized for sustainability?
9. What are the major factors that influence the achievement or non-achievement of sustainability of the programme or project?
10. What should be done to improve environmental sustainability mainstreaming?
11. To what extent will the benefits of the programme or project continue after donor funding stops?

Impact of interventions

1. What are the stated goals of the Project? To what extent are these goals shared by stakeholders? What are the primary activities of the programme and expected outputs? To what extent have the activities progressed?
2. What has happened as a result of the project?
3. How many people have been affected?
4. Has the project contributed or is likely to contribute to long-term social, economic, technical,

environmental changes for individuals, communities, and institutions related to the project?

ANNEX E: LIST OF PERSONS INTERVIEWED

No.	Name	Position	Organization	Interview Date	Interview Mode	Gender
Khyber Pakhtunkhwa Province						
1	Mr. Muqtada Shah	Conservator Forests, Lower Hazara, Abbottabad	KP Forest Dept.	17.11.2021	In-person	M
2	Mr. Siddique Khan Khattak	CCF (Rtd.)/Ex-PPD-SFM, Abbottabad	KP Forest Dept.	17.11.2021	In-person	M
3	Ms. Rafaqat Bibi	Community Dev. Off.	CDEG&D Directorate KP Forest Dept.	18.11.2021	In-Person Group Discussion	F
4	Sarah Bibi	Female Forest Extensionist (FFE)				
5	Razwana Shaheen	FFE				
6	Syed Taimor Ali Shah	Divisional Forest Officer (DFO), Wildlife Mansehra	KP Wildlife Department	18.11.2021	In-person	M
7	Mr. Mudassar Hassan	DFO Siren Forest Division at Mansehra	KP Forest Dept.	18.11.2021	In-person	M
8	Mr. Junaid	Sub-Divisional Forest Officer (SDFO), Siren at Dadar, Manshera	KP Forest Dept.	19.11.2021	In-person	M
9	Mr. Gul Faraz	In-charge Horse Stable at Dadar, Mensehra	KP Forest Dept.	19.11.2021	In-person	M
10	Mr. Waqas Ahmed Khan	Forest Guard/Helper Horse Stable at Dadar, Mensehra	KP Forest Dept.	19.11.2021	In-person	M
11	Haji Ishtiak Ahmed	President, Village Dev. Committee (VDC), Faridabad, Kaghan Landscape	Community Based Organization	19.11.2021	In-person	M
12	Syed Zulfiqar Ali Shah	President, VDC Bela Sacha, Kaghan Landscape	Community Based Organization	19.11.2021	In-person	M
13	Saddam Hussain	Ex-Negehban Ban Baggarr, Balakot	Community Based Organization	20.11.2021	In-person	M
14	Muhammad Shafique	Care-taker, Nadi Bungalow, Kaghan Landscape	KP Forest Dept.	20.11.2021	In-person	M
15	Dr. Anwar Ali	Director Forestry Research, PFI, Peshawar	Pakistan Forest Institute, Peshawar	22.11.2021	In-person	M
16	Mr. Aamir Shakeel	GIS Specialist	Pakistan Forest Institute, Peshawar	22.11.2021	In-person	M
17	Dr. Mohsin Farooque	Chief Conservator Wildlife	KP Wildlife Dept.	22.11.2021	In-person	M
18	Mr. Muhammad Arif	Provincial Project Coordinator, SFM, PMIU-KP	Sustainable Forest Management Project	23.11.2021	Virtual Via Zoom	M

No.	Name	Position	Organization	Interview Date	Interview Mode	Gender
19	Mr. Azhar Ali Khan,	Chief Conservator of Forests	KP Forest Dept.	23.11.2021	Virtual Via Zoom	M
20	Mr. Safdar Ali Shah	Additional Director General, PFI, Peshawar	Pakistan Forest Institute, Peshawar	23.11.2021	In-person	M
21	Mr. Khalid Iqbal,	Additional Secretary	Forest, Wildlife & Env. Dept., KP	23.11.2021	In-person	M
Sindh Province						
22	Mr. Saleem Vistro	Conservator of Forests Sukkur	Sindh Forest Dept.	24.11.2021	In-person	M
23	Mr. Zaidullah Laghari	Divisional Forest Officer, Sukkur	Sindh Forest Dept.	24.11.2021	In-person	M
24	Mr. Adnan Hamid Khan	Deputy Conservator Wildlife, Sukkur	Sindh Wildlife Dept.	25.11.2021	In-person	M
25	Abdul Raheem Khoso	Supervisor, Negahban	SFM-Community Rep.	25.11.2021	In-person	M
26	Arif Ali Balo, Ashiq Ali Solangi, Sanaru Andhar, Mobeen Khoso, Isran Ahmed Channa, Razaq Ali Jatoi, Ahsanullah Mehar, Abdul Samad Mehar, Muhammad Saleh Jatoi, and Abul Rehman Mehar	Negahbans, Keti Shah, Riverine Forests, Sukkur	SFM-Sindhica Reforms Society (SRS)	25.11.2021	In-person Group Discussion	M
27	Haji Payaro Khan Khosa	Farmer-Beneficiary SFM	Goth Payaro Khan, Sukkur	26.11.2021	In-person	M
28	Ms. Nasreen Noonari	District Manager, Sukkur	Sindh Rural Support Organization	26.11.2021	In-person	F
29	Haji Abdul Wahab, Naseem Ahmed, Najeem Andhar, Kailan Andhar, Mulah Bux, Mir Hassan, Mumtaz, Ghulam Rasool, and Shamshad	Community Representatives	Sonaro Gohath, Keti Shah Panwari Block, Sukkur Riverine Forests	26.11.2021	In-person Group Discussion	M
30	Ali Khan, Kashif Hussain, Waheed Ali, Mumtaz Nauman Ali, Noor Muhammad, Asif Ali, Bashir Ahmed, Nadeem Hussain, and Faiz Ali	Negahban Supervisor and Negahbans	SFM-SRS, Kot Dhingano-Lakhat Riverine Forests, Behnazirabad	27.11.2021	In-person Group Discussion	M
31	Muhammad Amin Keryo,	Chairperson	SRS-Pak, Benazirabad	28.11.2021	In-person	M

No.	Name	Position	Organization	Interview Date	Interview Mode	Gender
32	Kamal Khan Jatoi, Syed Masoom Shah, Didar Ali Shah, Haji Kalu Jatoi, Ghulam Murtaza Shah, Saddam Hussain, and Haji Namban	Community Representatives	Gohath Hamza Khan Jotai	28.11.2021	In-person Group Discussion	M
33	Zulfiqar Rajpar, Shahid Solangi, and Janna Bibi	Social Organizers and Female Trainer	SRSO	28.11.2021	In-person Group Discussion	M/F
34	Mr. Zeeshan Ali, DFO Benazirabad	Divisional Forest Officer, Benazirabad	Sindh Wildlife Dept.	28.11.2021	In-person	M
35	Mr. Abdul Haque Shaikh	Provincial Project Coordinator, SFM, PMIU-Sindh	Sustainable Forest Management Project	29.11.2021	Virtual Via Zoom	M
36	Mr. Zulfiqar Memon	Conservator of Forests/PPD-SFM-P, Sindh	Sindh Forest Dept.	29.11.2021	Virtual Via Zoom	M
37	Rab Dino Khatti	Principal/DFO	Miani Forest School, Sindh	29.11.2021	In Person	M
38	Mr. Aijaz Nizamani	Additional Secretary	Sindh Fst. & WL Dept	30.11.2021	Virtual Via Zoom	M
39	Mr. Javed Mahar	Conservator Wildlife, Sindh	Wildlife Department Sindh	30.11.2021	In Person	M
40	Kazi Abdul Jabbar	Chief Conservator of Forests/Ex-PPD, SFM	Sindh Forest Dept.	30.11.2021	In Person	M
Punjab Province						
41	Malik Sanaullah Khan	Director General	Wildlife and Parks Dept., Punjab	01.12.2021	In Person	M
42	Muhammad Farooq	Provincial Project Coordinator, SFM, PMIU-Punjab	Sustainable Forest Management Project	02.12.2021	Virtual Via Zoom	M
43	Mr. Shahid Rasheed Awan,	Chief Conservator of Forests (North)/PPD-SFM, Rawalpindi	Punjab Forest Dept.	02.12.2021	In Person	M
44	Mr. Ashfaq Bashir Bhutta	Divisional Forest Officer Rawalpindi (North)	Punjab Forest Dept.	02.12.2021	In Person	M
45	Rashid Ahmed, Muhammad Mushtaq, Muhammad Yousaf, Muhammad Zubair Muhammad Hussain, M. Hanif, M. Basit, and Rizwan Nisar	Community Representatives	Beneficiaries of Ponds in Cpt. 72, Chunam Beat, Kallar Syedan	03.12.2021	In-person Group Discussion	M
46	Raja Liaqat	President	Guzara Society Village Beor	03.12.2021	In Person	M

No.	Name	Position	Organization	Interview Date	Interview Mode	Gender
47	Altaf Hussain, M. Sadiq, Ghulam Rabani, M. Azaq, Anaytullah, M. Gulfraz, M. Farooq, Jamal Ali, Ghulam Qadir and Walayat Hussain	Community Representatives	Village Ghoon, Kallar Seydan	03.12.2021	In-person Group Discussion	M
48	Muhammad Asim, M. Saddique, M. Yaseen, and M. Arslan	Negahbans	Ghoon Reserve Forests and Private Lands	03.12.2021	In-person Group Discussion	M
49	Mr. Kamran Kazmi	Divisional Forest Officer, Chakwal	Punjab Forest Dept.	04.12.2021	In Person	M
50	Mr. Sajid Qadoos,	Conservator of Forest Rawalpindi Circle (South)	Punjab Forest Dept.	04.12.2021	In Person	M
51	Mr. Irfan Farooqui and Mirza Abid Hussain	Dy. Director, Wildlife Salt Range and Asst. Director Wildlife Chakwal	Wildlife and Parks Dept., Punjab	04.12.2021	In-person Group Discussion	M
52	Tanweer Akhtar, Yasir Hussain, Junaid Hussain, Mohsin Shahzad, and Shakeel Aryan	Community Rep./Villagers	Lehri Shah Nawaz, District Chakwal	05.12.2021	In-person Group Discussion	M
53	Muhammad Muzafar, M. Riaz, Kamal Jaffar, Sulaiman Ali, M. Sajjad, Mirza Muhammad Hafeez, and Sajjad.	Community Rep./Members	Dhok Warra Community/CBO Western Jhelum	05.12.2021	In-person Group Discussion	M
51	Muhammad Sadheer Mughal	Divisional Forest Officer, Jhelum	Punjab Forest Dept.	06.12.2021	In Person	M
52	Ali Hasnain Musive,	Wildlife Officer	Padhari Reserve/In-charge Chukar Partridges Breeding Center	06.12.2021	In Person	M
53	Shahzad Iqbal	General Secretary	CBO Western Jhelum	06.12.2021	In Person	M
54	Ali Shah	Supervisor	CBO Western Jhelum/Padhri Reserve	06.12.2021	In Person	M
55	Javed Iqbal, M. Rafaqat, Arshad Mehmood, Mazhar Hussain, M. Ghazanfar, Haji M. Ayub, Nazar Hussain, M. Riaz Imran Yousaf, and Babar Hussain	Community Rep./Villagers	Kandal/Forphotti, District Jhelum	06.12.2021	In-person Group Discussion	M
Responsible Parties/Service Providers/UNDP/MoCC						

No.	Name	Position	Organization	Interview Date	Interview Mode	Gender
56	Ms. Fauzia Malik	Program Coordinator	IUCN-Pakistan	30.12.2021	Virtual Via Zoom	F
57	Dr. Khalid Mahmood, Dr. Rafaqat Masroor, Muhammad Asif Khan, Dr. Mishkat Ullah, and Dr. Anil Gilani	Director General and his Team	Pakistan Museum of Natural History	05.01.2022	In-person Group Discussion	M
58	Mr. Amanullah Khan, Mohammad Sohail Khan and Muhammad Saleem Khan	ARR, Programme Analyst, and Programme Associate	UNDP-Pakistan	07.01.2022	Virtual Via Zoom Meeting	M
59	Mr. Ahsan Kundi	Officer In-Charge	Climate Finance Unit, MoCC	14.01.2022	In-Person	M
60	Mr. Mahmood Akhtar Cheema	Country Representative	IUCN-Pakistan	14.01.2022	Virtual Via Zoom	M
61	Syed Mujtaba Hussain	Sr. Joint Secretary (IC)/GEF Focal Point,	Ministry of Climate Change	18.01.2022	Virtual Via Zoom	M
62	Mr. Muhammad Suleyman Khan	Joint Secretary (Admin)/IGF/NPD-SFM	Ministry of Climate Change	19.1.2022	Virtual Via Zoom	M
63	Mr. Ayaz Khan Mr. Khan Ghulam	NPM-SFM M&E Officer	MoCC	20.1.2022	Virtual Via Zoom	M
64	Mr. Khan Ghulam	M&E Officer, SFM-P	MoCC	20.1.2022	Virtual Via Zoom	M
65	Mr. Farukh Sair	Divisional Forest Officer, Kaghan Forest Division	KP Forest Dept.	27.01.2022	Virtual Via WhatsApp	M

ANNEX F: TE FIELD MISSION SCHEDULE

Day/ Date	Time	Location/ Venue	Item/Activity	Stakeholder/ Role	TE-Team		Remarks (If any)
					Camillo Ponziani (CP)	Amjad Virk (AV)	
Monday Nov. 15	6:30 am-7:30 am (PKT) 8:30 am-9:30 am Bkk Time	Bangkok	Zoom meeting with Mr. Tashi Dorji, RTA-UNDP	UNDP Regional Office	CP joined via zoom	AV also joined via zoom	CP arranged zoom meeting invitation, meeting ID & Passcode.
	11:00 am-12:00 Noon	Islamabad	Zoom meeting and Interview with UNDP CO—Mr. Amanullah Khan, Sohail Khan, and Mohammad Saleem	UNDP-CO	CP joined via zoom	AV also joined via zoom	CP arranged zoom meeting invitation, meeting ID & Passcode.
Tuesday Nov. 16	10:00 am-12:00 Noon	Islamabad	Zoom meeting and detailed briefing by the SFM-TEAM on project strategy, approach, major results, key achievements, bottlenecks, and challenges faced during the project implementation Discussed and finalized field mission plan with SFM-Team	SFM-TEAM	CP joined via zoom	AV also joined via zoom	CP arranged zoom meeting invitation, meeting ID & Passcode.
Wednesday Nov. 17	8:00 –11:00 am	Travel	Traveled from Islamabad to Abbottabad	Travel	CP reviewed TE information package and key project documents, and provided backup support remotely	AV conducted field mission	UNDP made travel arrangements
	12:00–5:00 pm	Abbottabad	Meeting with Mr. Muqtada Shah, Conservator of Forests, Lower Hazara Circle Meeting with Siddique Khan Khattak, Ex-CCF/PPD-SFM Overnight stay at SFM Field Office	Implementation Partner/RP		AV conducted in person interviews with IPs/RPs	PPC-SFM, KP coordinated & arranged meetings
Thursday Nov. 18	9:00 -10:00 am	Travel	Travelled from Abbottabad to Mansehra	Travel		AV conducted visit	PMIU-SFM, KP coordinated the visit
	10:30 am-5:00 pm	Mansehra	Meeting and interview Ms. Rafaqat Bibi, CDO, and Ms. Sara Bibi & Ms. Rizwana Shaheen (FFE) Meeting with Syed Taimor Ali	Implementation Partner/RP		AV conducted in person meetings and interviews with IPs/RPs	PMIU-SFM, KP coordinated and arranged meetings

Day/ Date	Time	Location/ Venue	Item/Activity	Stakeholder/ Role	TE-Team		Remarks (If any)
					Camillo Ponziani (CP)	Amjad Virk (AV)	
			Shah, DFO Wildlife, Mansehra and his team Meeting with Mr. Mudassar, Divisional Forest Officer, Siren and his team (SDFOs/RFOs)				
	6:00 – 7:00 pm	Travel	Travelled Mansehra to Dadar, Siren Valley and over-night stay at Dadar Forest Reset House.			AV conducted visit	DFO, Mansehra, KP coordinated & arranged stay
Friday Nov. 19	9:00 am-5:00 pm	Siren and Kaghan Valleys Landscape (Dadar, Balakot, Malkandi, Faridabad & Bela Sacha)	Conducted interview with Junaid Khan, SDFO, Siren Valley Conducted interviews with Mr. Gul Faraz, In-charge horse stable & Waqas Khan, Forest Guard/Helper horse stable at Dadar Travelled to Balakot and visited DFO, Kaghan's Office Visited Malkandi Tourists and NTFP facilities, and newly constructed rest house. Visited Faridabad Hydro-Power Station and conducted interview with Haji Ishtiak, President VDC, Faridabad Visited Bela Sacha and conducted interview with Syed Zulfiqar Ali Shah, President VDC, Bela Sacha Examined Bela Sacha Road widening work and visited plantation along the Bela Sacha Road Travelled back to Balakot and overnight stay at Balakot.	Implementation Partner/RP		AV visited field interventions, conduct meetings/interviews	AFA-PMIU, KP made arranged meetings and accompanied during the field visit
Saturday Nov. 20	9:00 am-5:00 pm	Kaghan Valley Landscape	Visited Ban Baggar and examined plantation raised under SFM and enclosures established, and	Implementation Partner/RP		AV visited field interventions,	AFA-PMIU, KP made arranged meetings and accompanied

Day/ Date	Time	Location/ Venue	Item/Activity	Stakeholder/ Role	TE-Team		Remarks (If any)
					Camillo Ponziani (CP)	Amjad Virk (AV)	
		(Ban Baggar & Nadi Bangalow)	interviewed ex-nigahban, Mr. Saddam Hussain - Travelled to Nadi Bangalow and examined Nadi Bangalow Research Station, and interviewed caretaker - Travelled back to Balakot, and then to Shinkiari - Overnight stay at PFI Rest House at Shinkiari Research Station			conduct meetings/inter views	during the field visit
Sunday Nov. 21	9:00 am-5:00 pm	Siren Valley Landscape (Shinkiari)	- Meeting with representatives of PFI's M.Sc. Forestry Class at Shinkiari - Visited Carnivore Rescue Center at Massar, Shinkiari and examined on-going construction work - Visited Fire Control Center at Shinkiari and examined the facility and equipment - Travel back to Islamabad	Implementation Partner/RP		AV visited field interventions & conducted meetings/inter views.	- AFA-PMIU, KP made arranged meetings and accompanied during the field visit - UNDP made travel arrangements
Monday Nov. 22	9:00 am-5:00 pm	Peshawar	- Travel from Islamabad to Peshawar - Meeting with Dr. Anwar Ali, Director Forest Research/Asst. Prof. and Aamir Shakeel, GIS Specialist PFI - Meeting and interview with Dr. Mohsin Farooque, Chief Conservator of Wildlife, KP - Overnight stay at PFI, Peshawar	Implementation Partner/RP and Service Providers	CP continued to provide backup support remotely	ATV conduct in person meetings and interviews at PFI and with IPs/RPs	- UNDP made travel arrangements - PMIU-SFM, KP arranged meetings
Tuesday Nov. 23	10:00 am-5:00 pm	Peshawar	- Zoom meeting with Mr. Arif Orakzai, PPC-SFM, KP - Zoom meeting and interview with Mr. Azhar Ali Khan, Chief Conservator of Forests,	Implementation Partner/RP and Service Providers	CP joined meeting with PPC and CCF via zoom	ATV also joined on zoom for meeting with PPC and conducted	- PMIU-SFM, KP arranged meetings

Day/ Date	Time	Location/ Venue	Item/Activity	Stakeholder/ Role	TE-Team		Remarks (If any)
					Camillo Ponziani (CP)	Amjad Virk (AV)	
			Peshawar/Hazara Region, KP - Meeting with Mr. Safdar Ali Shah, Deputy Director General, PFI - Meeting and interview with Mr. Khalid Iqbal, Additional Secretary, Forest, WL, & Env. Dept. - Travelled back from Peshawar to Islamabad			rest of meetings and interviews in person	
Wednesday Nov. 24	2:00 pm-10:00 pm	Sukkur	- Travel from Islamabad to Sukkur by air flight PK631; Depart. 3:30 pm; Arrival: 6:00 pm - Meeting with Mr. Saleem Vistro, CF, Sukkur - Meeting with Mr. Zaidullah Laghari, DFO Sukkur and RFO Keti Shah - Overnight stay at Sukkur	Implementation Partner/RP	CP continued to review TE information package and key project documents, and provided backup support remotely	ATV to travelled to Sukkur	- UNDP arranged flight booking and ticket - PPC-SFM, Sindh arranged meetings
Thursday Nov. 25	9:00 am-5:30 pm	Sukkur	- Meeting with Mr. Adnan Hamid Khan, Dy. Conservator, Wildlife at Sukkur - Field visit to Kiti Shah Riverine forests and seed broadcasting sites, Focus Group Discussion with community representatives and nigahbans - Overnight stay at Sukkur	Implementation Partner/RP		ATV conducted meetings with IPs and visited field interventions in Kiti Shah, Sukkur.	- PPC-SFM, Sindh arranged meetings with IPs/RPs and accompanied during the field visit - DFO, Sukkur and RFO, Kiti Shah also accompanied during the field visit
Friday Nov. 26	9:00 am-7:00 pm	Sukkur	- Visited Haji Payaro Khan Gohath and Fruit Orchid in Sukkur Riverine Forests and held meetings with community and SRSO Team. - Visit to Sonaro Gohath, Keti Shah Panwari Block, Sukkur; & Meeting with Nigahbans - Community meeting/Focus Group	Implementation Partner/RP		ATV visited field interventions, conduct meetings and FGD with project beneficiaries.	- PPC-SFM, Sindh accompanied during the field visit and arranged meetings with community and Nigahbans - DFO, Sukkur, DFO Sukkur designate, RFO Kiti Shah also

Day/ Date	Time	Location/ Venue	Item/Activity	Stakeholder/ Role	TE-Team		Remarks (If any)
					Camillo Ponziani (CP)	Amjad Virk (AV)	
			Discussion with nigahbans in Riverine Forests Landscape, Sukkur. Overnight stay at Sukkur.				accompanied during the field visit
Saturday Nov. 27	9:00 am-5:00 pm	Banazirabad	Travelled to Kot Dhingano-Lakhat Riverine Forests, examined field interventions and held FGD with Nigahbans Visited Hog deer breeding and release center, fire control room, and wetland site Over-night stay at Banazirabad	Implementation Partner/RP		ATV to conduct meetings with IPs and visit field interventions.	PPC-SFM, Sindh accompanied during the field visit and arranged meeting with Nigahbans
Sunday Nov. 28	9:00 am-5:00 pm	Banazirabad	Meeting/Interview with Muhammad Ameen Keryo, Chairperson, SRS-Pak Visit to Gohat Hamza Kahn Jatoi and held FGD, and also visited fruit orchid site Meeting with SRSO Team Meeting/interview with Mr. Zeeshan Ali, DFO Banazirabad Travelled from Banazirabad to Hyderabad and overnight stay at Hyderabad				PPC-SFM, Sindh arranged meetings with RP and SRS, and accompanied during the field visit and arranged meetings with community
Monday Nov. 29	10:00 am-5:00 pm	Hyderabad	Zoom meeting with Mr. Abdul Haque Shaikh, PPC-SFM, Sindh Zoom meeting with Mr. Zulfiqar Ali Memon, Conservator of Forests/PPD-SFM, Sindh Visited Miani Forest & Wildlife Training School at Hyderabad Travelled by road from Hyderabad to Karachi and overnight stay at Karachi.	Implementation Partner/RP	CP joined meetings with PPC and CF Forest/PPD-SFM via zoom	ATV also joined meeting via zoom and visited Miani Forest School and field interventions there.	PPC-SFM, Sindh to arrange meetings with IPs/RPs and visit to Miani Forest School. CP arranged zoom meeting invitation, meeting ID and Passcode.

Day/ Date	Time	Location/ Venue	Item/Activity	Stakeholder/ Role	TE-Team		Remarks (If any)
					Camillo Ponziani (CP)	Amjad Virk (AV)	
Tuesday Nov. 30	10:00 am-6:00 pm	Karachi	Zoom meeting with Aijaz Nizamani, Additional Secretary (Tech.)/Ex-CCF, Riverine & Inland Forests Meeting with Dr. Badar Jamil Mendhro, Secretary Forests and Wildlife Dept. Sindh Meeting with Mr. Javed Mahar, Conservator Wildlife, Sindh Visited GIS Lab at Forest Complex, Malir Cantt. Meeting with Abdul Jabbar Kazi, CCF/Ex-PPD/PPC-SFM, Sindh Travelled by air from Karachi to Lahore by flight PK-306 Dep. 7:15 pm Arr. 9:00 pm	Implementation Partner/RP	CP joined meeting via zoom and continued providing backup support	ATV also joined zoom meeting and conducted in-person meetings with IPs and RPs.	CP arranged zoom meeting invitation, meeting ID and Passcode. PPC-SFM, Sindh arranged meetings with IPs/RPs UNDP arranged flight booking and ticket
Wednesday Dec. 01	10:00 am-5:00 pm	Lahore	Meeting with Mr. Sanaullah Khan, DG Wildlife and Parks Dept., Govt. of Punjab Travelled by road from Lahore to Islamabad	Implementation Partner/RP	CP continued to provide backup support remotely	ATV conducted in-person meetings with IPs and RPs.	PPC-SFM, Pb arranged meeting with IPs/RPs UNDP arranged transport for travel from LHR to ISB
Thursday Dec. 02	10:00 am-4:00 pm	Rawalpindi	Zoom meeting with Mr. Muhammad Farooq, PPC-SFM, Punjab Meeting/interview with Mr. Shahid Rashid Awan, Chief Conservator of Forests (North) /PPD-SFM Meeting/interview with Ashfaq Bashir Bhutta, DFO (North), Rawalpindi Visited PMIU-SFM, Punjab at Rawalpindi and examined physical works	Implementation Partner/RP	CP joined meeting with PPC-SFM, Punjab via zoom	ATV also joined zoom meeting with PPC and conducted in-person meetings/interviews with IPs/RPs	CP arranged zoom meeting invitation, meeting ID and Passcode. PPC-SFM, Pb arranged meetings with IPs/RPs.

Day/ Date	Time	Location/ Venue	Item/Activity	Stakeholder/ Role	TE-Team		Remarks (If any)
					Camillo Ponziani (CP)	Amjad Virk (AV)	
Friday Dec. 03	9:00 am-7:00 pm	Kallar Syedan	• Field visit to SFM-P's on-the-ground interventions in Pine Forest Landscape in Kallar Syedan, District Rawalpindi • Meeting/FGD with community at Ghoon Rest House; • Meeting with Nigahbans at Ghoon Rest House • Travelled from Kallar Syedan to Chakwal and overnight stay at Forest Rest House Kallar Kahar, District Chakwal	Implementation Partner/RP	CP continued to review TE information package & key project documents, and provided backup support remotely	ATV visited field interventions and conducted meetings with project beneficiaries and steered FGD.	• PPC-SFM, Pb and DFO (North) and his field team accompanied and arranged meetings with community & Nigahbans • UNDP made travel arrangements
Saturday Dec. 04	10:00 am-6:00 pm	Chakwal	• Meeting with Mr. Kamran Qazmi, DFO Chakwal • Meeting with Mr. Sajid Qadoos, Conservator of Forests (South), Rawalpindi • Joint meeting with Mr. Irfan Farooqi, Dy. Director Wildlife, Salt Range and Mirza Abid Hussain, Asst. Director Wildlife, Chakwal at Kallar Kahar • Field fisit to Chinji National Park and Plantation Sites in Nagri Forests and Samarkand area accompanied by the DFO (Chakwal) and PPC-SFM, Punjab. • Overnight stay at Chakwal	Implementation Partner/RP		ATV conducted meetings/interviews with IPs/RPs and visited field interventions.	• PPC-SFM, Pb arranged meetings with IPs/RPs and also accompanied during the field visit • DFO, Chakwal and his field team also accompanied during the field visit
Sunday Dec. 05	9:00 am-6:00 pm	Chakwal	• Field visit to SFM-P's on-the-ground interventions in District Chakwal • Field Visit to Lehri Shah Nawaz, Parrera Nature Reserve; and Ara Forests, District • Field Visit to Phadial Reserve	Implementation Partner/RP		ATV to conduct meetings with IPs, visit field interventions, meet project beneficiaries	• PPC-SFM, Pb arranged meetings with IPs/RPs and also accompanied during the field visit • RFO, Range Management Division,

Day/ Date	Time	Location/ Venue	Item/Activity	Stakeholder/ Role	TE-Team		Remarks (If any)
					Camillo Ponziani (CP)	Amjad Virk (AV)	
			Forests, District Jehlum - Conducted community meetings/Focus Group Discussion - Travelled to Jhelum and overnight stay Lahri Reserve Forests, District Jhelum			and steer FGD.	Chakwal and his field team also accompanied during the field visit
Munday Dec. 06	9:00 am-6:00 pm	Jhelum	- Meeting/interview with Mr. Sadheer Mughal, DFO Jhelum, Muhammad Imran, Asst. Director Wildlife, Jhelum, and Mr. Waqas Shah, SDFO Jhelum - Field visit to CBO Western Jhelum/Padhri Private Reserve, and Kandal/Forphotti, District Jhelum - Meeting/interviews with field staff of CBO Western Jhelum/Padhri Private Reserve - Examined physical works and field interventions - Conducted community meetings/Focus Group Discussion at Kandal/Forphotti, District Jhelum - Travelled from Jhelum to Islamabad	Implementation Partner/RP		ATV to visit field interventions, conduct meetings with project beneficiaries and steer FGD.	- PPC-SFM, Pb arranged meetings with IPs/RPs and also accompanied during the field visit - DFO, SDFO, Jhelum, and Asst. Director Wildlife, Jhelum also accompanied during the field visit to Padhri and Kandal/Forphotti

ANNEX G: LIST OF FOCUS GROUP DISCUSSIONS

No.	Group Composition	Group Type	Organization	Interview Date	Interview Mode	Gender
1	Ms. Rafaqat Bibi, Ms. Sarah Bibi, and Ms. Razwana Shaheen	Community Dev. Officer and Female Forest Extensionists (FFEs)	CDEG&D Directorate KP Forest Dept.	18.11.2021	In-Person Group Discussion	F
2	Arif Ali Balo, Ashiq Ali Solangi, Sanaru Andhar, Mobeen Khoso, Isran Ahmed Channa, Razaq Ali Jatoi, Ahsanullah Mehar, Abdul Samad Mehar, Muhammad Saleh Jatoi, and Abul Rehman Mehar	Nigahbans, Keti Shah, Riverine Forests, Sukkur	SFM-Sindhica Reforms Society (SRS)	25.11.2021	In-person Group Discussion	M
3	Haji Abdul Wahab, Naseem Ahmed, Najeem Andhar, Kailan Andhar, Mulah Bux, Mir Hassan, Mumtaz, Ghulam Rasool, and Shamshad	Community Representatives	Sonaro Gohath, Keti Shah Panwari Block, Sukkur Riverine Forests	26.11.2021	In-person Group Discussion	M
4	Ali Khan, Kashif Hussain, Waheed Ali, Mumtaz Nauman Ali, Noor Muhammad, Asif Ali, Bashir Ahmed, Nadeem Hussain, and Faiz Ali	Nigahban Supervisor and Negahbans	SFM-SRS, Kot Dhingano-Lakhat Riverine Forests, Behnazirabad	27.11.2021	In-person Group Discussion	M
5	Kamal Khan Jatoi, Syed Masoom Shah, Didar Ali Shah, Haji Kalu Jatoi, Ghulam Murtaza Shah, Saddam Hussain, and Haji Namban	Community Representatives	Gohath Hamza Khan Jotai	28.11.2021	In-person Group Discussion	M
6	Zulfiqar Rajpar, Shahid Solangi, and Janna Bibi	Social Organizers and Female Trainer	SRSO	28.11.2021	In-person Group Discussion	33
7	Rashid Ahmed, Muhammad Mushtaq, Muhammad Yousaf, Muhammad Zubair Muhammad Hussain, M. Hanif, M. Basit, and Rizwan Nisar	Community Representatives	Beneficiaries of Ponds in Cpt. 72, Chunam Beat, Kallar Syedan	03.12.2021	In-person Group Discussion	M
8	Altaf Hussain, M. Sadiq, Ghulam Rabani, M. Azaq, Anaytullah, M.	Community Representatives	Village Ghoon, Kallar Seydan	03.12.2021	In-person	47

No.	Group Composition	Group Type	Organization	Interview Date	Interview Mode	Gender
	Gulfraz, M. Farooq, Jamal Ali, Ghulam Qadir and Walayat Hussain				Group Discussion	
9	Muhammad Asim, M. Saddique, M. Yaseen, and M. Arslan	Nigahbans	Ghoon Reserve Forests and Private Lands	03.12.2021	In-person Group Discussion	48
10	Tanweer Akhtar, Yasir Hussain, Junaid Hussain, Mohsin Shahzad, and Shakeel Aryan	Community Rep./Villagers	Lehri Shah Nawaz, District Chakwal	05.12.2021	In-person Group Discussion	M
11	Muhammad Muzafar, M. Riaz, Kamal Jaffar, Sulaiman Ali, M. Sajjad, Mirza Muhammad Hafeez, and Sajjad.	Community Rep./Members	Dhok Warra Community/CBO Western Jhelum	05.12.2021	In-person Group Discussion	M
12	Javed Iqbal, M. Rafaqat, Arshad Mehmood, Mazhar Hussain, M. Ghazanfar, Haji M. Ayub, Nazar Hussain, M. Riaz Imran Yousaf, and Babar Hussain	Community Rep./Villagers	Kandal/Forphotti, District Jhelum	06.12.2021	In-person Group Discussion	M
13	Dr. Khalid Mahmood, Dr. Rafaqat Masroor, Muhammad Asif Khan, Dr. Mishkat Ullah, and Dr. Anil Gilani	Director General, PMNH and his Team	Pakistan Museum of Natural History	05.01.2022	In-person Group Discussion	M

ANNEX H: VERIFICATION OF PHYSICAL WORKS

S. #	Physical Work/Intervention
Kaghan Valley Forests Landscape, Khyber Pakhtunkhwa	
1	Renovation works at Wildlife Hut at Naran
2	Malakandi tourist facilities and NTFP display/sale point
3	Newly constructed forest touring lodge and path/trail toward 2000 yrs old pine tree at Malakandi
4	Micro Hydro Power (MHP) Plant of 50 KW at Banja, Faridabad
5	Bela Sacha Road rehabilitation, water supply scheme repair and maintenance
6	Solar system installed at Bela Sacha Mosque & block plantation raised along Bela Sacha Road
7	Block plantation and enclosures established at Ban Baggar near Balakot
8	Nadi Banglow Research and Monitoring Center
9	Bridal path (12 km) near Nadi Banglow
10	Forest boundary demarcation and boundary pillars on way to Nadi Banglow
Siren Valley Forests Landscape, Khyber Pakhtunkhwa	
11	Additional Pheasants cages constructed at Dhodial Pheasantry
12	Waterfowl/Dock Pond constructed at Dhodial Pheasantry
13	Control room and receiving tower of wireless & GPS based communication system
14	Horse stable constructed at Dadar Siren Valley and 3 horses
15	Sign boards and road rehabilitation works leading toward Kund Tourist Village and Munro Track
16	Under construction Carnivore Rescue and Rehabilitation Center at Massar, Shinkiari
17	Fire Fighting Center at Shinkiari
Pothohar Scrub Forests Landscape, Punjab	
18	Information center and exhibits at Chinji National Park, Chakwal
19	Jeepable road and paths constructed in Chinji National Park, Chakwal
20	Different sign boards installed on route to Chinji National Park
21	Watch tower constructed in Chinji National Park
22	Renovation of Forest Rest House at Chinji National Park
23	Soil conservation works and dry afforestation at Samarkand/Nagri Forest, Chakwal
24	Construction of 2 rooms adjacent to Forest Touring Lodge, Kallar Kahar
25	Rehabilitation of existing water pond at Lahri Shah Nawaz, Chakwal
26	Renovation of field office of Forest Dept., at Lahri Shah Nawaz, Chakwal
27	Inspected enclosure of 14 acres and boundary pillars (45) fixed at Parrera Nature Reserve
28	Inspected 6 trails, 4 viewpoints & car parking constructed at Ara and Parrera Natural Reserves
29	Construction of 45 boundary pillars at Parrera N. R, Chakwal
30	Rehabilitation of existing water pond at Ara village, Chakwal
31	Inspected water pond and dry-afforestation over 450 acres in Capt. 2, Phadial Reserve Forests
32	Watch tower and watcher hut at Tilla Jogian, Phadial Reserve Forests, Jhelum
33	Wireless communication system Tilla Jogian and Phadial Dhakki, Dist. Jhelum
34	Chukar Partridge breeding and release center, Padhri Private Reserve, Dist. Jhelum

35	Ungulate (Chinkara) breeding Center site at Padhri Reserve, Dist. Jhelum
36	Water pond constructed at private land at Kandal/Forphotti, Jhelum
Sub-tropical Pine Forests Landscape, Punjab	
37	Repair & renovation of touring lodge at Rawalpindi
38	Water ponds and mini-dams in Capt. 72, Channam, Kallar Syedan
39	Water pond constructed in Capt. 72, Channam, Kallar Syedan
40	Fruit orchid at village Beuor, Kallar Syedan
41	Ruminants of tunnel farming at village Beuor
42	Soil conservation works (Check damming), at Capt. 77, Ghoon, Kallar Syedan
43	Biodiversity planting and fencing at Capt. 77, Ghoon, Kallar Syedan
44	Biodiversity planting and fencing at Capt. 75, Kallar Syedan
45	Seed dibbling and dry afforestation in Capt. 75, Kallar Syedan
46	Seed dibbling and dry afforestation in Capt. 77, Kallar Syedan
47	Revival of degraded forest roads in Capt. 76 & 77, Kallar Syedan
48	Construction of small dam at Ghoon, Kallar Syedan
49	Renovation of degraded forest touring lodge at Ghoon, Kallar Syedan
50	Fire fighting equipment at Ghoon, Kallar Syedan
Sukkur Riverine Forests Landscape, Sindh	
51	Forest Guard Hut on the bank of River Indus
52	Hog deer breeding & release center established at Sonaro Gohath, Keti Shah Panwari Block
53	Boat purchased for forest regeneration
54	Forest inspection hut, Keti Shah Riverine Forests
55	500 acres forest plantation of 2020 and 190 acres
56	Forest regeneration sites: 266 acres in 2018, 425 acres in 2019, and 90 acres in 2021.
57	Solar Tube Well installed in Keti Shah Forests
58	Jeepable Road and Paths constructed within forest comportments
59	Wetland constructed and developed in Keti Shah Forests
60	Water spreading channels constructed in Keti Shah Forests
61	Biogas plant installed for a local community
62	Forest regeneration interventions of 2018, 2019, 2020, and 2021 in
63	Moveable solar pump installed at trolly in Keti Shah forests
64	Fruit orchids in Keti Shah and Goth Payaro Khan
Shaheed Benazirabad Riverine Forests Landscape, Sindh	
65	Inspected forest hut and watch tower constructed at Kot Dhingano-Lakhat Reserve Forest
66	Solar pump installed at Kot Dhingano
67	Fire fighting center and equipment at Kot Dhingano
68	Fruit orchid raised at Kot Dhingano
69	Hog deer breeding and release enclosures established at Kot Dhingano
70	Wetland constructed at Kot Dhingano
71	Boundary pillars installed
72	Inspected 489 acres forest regeneration site at Lakhat

73	Biogas plant at Gohat Hamza Khan Jatoi
74	Inspected mud contracted efficient stove at Gohat Hamza Khan Jatoi
75	Fruit orchid at Gohat Hamza Khan Jatoi
76	Forest rest house renovated at Hyderabad Forest Complex
77	Renovation of resource mapping center and GIS Lab, Forest Complex, Hyderabad
78	Rehabilitation of class rooms, fruit orchid, forest nursery at Maini Forest School, Hyderabad
79	Renovation and remodeling of wildlife museum, and restoration works of historic building
80	GIS Lab established/strengthened at Malir Forest Complex Karachi

ANNEX I: SUMMARY OF RATING SCALES

Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

Source: *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects, Annex 9, page 111.*

Implementation/Oversight and Execution Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

Source: *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects, Annex 9, page 111.*

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Source: *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects, Annex 9, page 112.*

Sustainability Ratings Scale

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

Source: *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects, Annex 9, page 112.*

ANNEX J: UNEG CODE OF CONDUCT AND SIGNED CONSULTANT AGREEMENT FORM

Camillo Ponziani - Team Leader / Sr. Evaluation Specialist

Evaluators/Consultants:

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

Evaluation Consultant Agreement Form

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

Name of Evaluator: Camillo Ponziani

Name of Consultancy Organization (where relevant): N/A

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

Signed at Toronto, Canada (Place) on 30 September 2021 (Date)

Signature: 

Dr. Amjad Virk - National Consultant / Evaluator / Technical Specialist

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
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9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

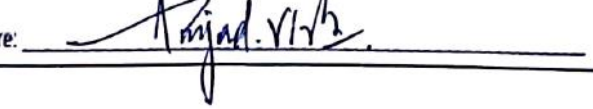
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Amjad T. Virk

Name of Consultancy Organization (where relevant): N/A

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

Signed at Islamabad, Pakistan (Place) on 01 October 2021 (Date)

Signature: 

ANNEX K: CO-FINANCING

Source of co-finance	Name of co-financer	Type of co-financing	Amount confirmed at CEO Endorsement (US$)	Amount contributed by the time of ETR (US$)	Expected amount by project closure (US$)	Actual % of expected amount
GEF Implementing Agency	UNDP	Cash	800,000	330,329	330,329	41%
GEF Implementing Agency	UNDP	Parallel	200,000	0	0	0%
GEF Implementing Agency	UNDP	Parallel	1,000,000	330,329	330,329	33%
National Government	Govt. of Pakistan	Cash	3,800,000			0%
National Government	Govt. of Pakistan	Parallel	0	383,600	400,000	
Provincial Government	Govt. of Khyber-Pakhtunkhwa	Cash	15,882,353			0%
Provincial Government	Govt. of Khyber-Pakhtunkhwa	Parallel	2,147,059	513,600	531,943	24%
Provincial Government	Govt. of Punjab	Cash	4,394,118			0%
Provincial Government	Govt. of Punjab	Parallel	0	561,106	581,145	
Provincial Government	Govt. of Sindh	Cash	1,970,588			0%
Provincial Government	Govt. of Sindh	Parallel	1,470,588	494,918	512,593	34%
Government		Cash	26,047,059	0	0	0%
Government		Parallel	3,617,647	1,953,224	2,025,681	54%
Government		Total	29,664,706	1,953,224	2,025,681	7%
Other	GIZ	Cash	650,000	0	0	0%
Overall total co-finance			**31,314,706**	**1,953,224**	**2,356,010**	**5%**

ANNEX L: SUMMARY OF CAPACITY BUILDING EFFORTS

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
1	19-Jul-17	21-Jul-17	Training of forest officials from KPK in Carbon stock assessment	PFI	30	KPK	Training	No	Yes	No	No	Mr. Anwar Ali and Alamgir Gandapur conducted this three-days Carbon stock assessment training for 30 forest officials from KPK to support project in future in similar nature of activities.
2	22-Dec-17	23-Dec-17	Training of forest officials from Sindh in Carbon stock assessment	PFI	42	Sindh	Training	No	Yes	No	No	Mr. Anwar Ali and Alamgir Gandapur conducted this three-days Carbon stock assessment training for 42 forest officials from Sindh and the project to support project in future in similar nature of activities.
4	8-Sep-17	8-Sep-17	Training of forest official from KPK on social mobilization and data collection	SFM, KPK Forest Department and PFI	57	KPK	Training	No	Yes	No	No	One training workshop was held for the forest personnel (foresters, range officers, forest guards, etc.) on community mobilization and data collection for developing the village profiles. At the end a questionnaire was handed over to the participants to test it in the field. IT will be finalized in another one-day meetings of these participants with the resource person of the workshop.
5	21-Aug-17	23-Aug-17	Hands on training of financial assistants and trainees on ProMIS	Nazir and Shahzad Zakir, independent consultants	7	PMU	Training	No	Yes	No	No	PMU arranged a training for its provincial financial assistants to get an idea on ProMIS software and reporting of the financial expenditures in proper way.

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
6	28-Aug-17	30-Aug-17	Training on practical utilization of GPS in the field with special reference to area measurement" for personnel from Siran and Kaghan Forest Circles in KPK.	Shafiq-ur-Rahman, Amir Shakeel and Tahir Iqbal	40	KPK	Training	No	Yes	No	No	3-days training was arranged for forest department personnel from Siran and Kaghan forest circles in KPK on "practical utilization of GPS in the field with special reference to area measurement".
7	8-Aug-17	8-Sep-17	Training on GIS and RS Application in Sustainable Forest Management	Mr. Shahid Imran, (Manager GIS Lab, Punjab Forest Department. Mrs. Aqeela Mobeen Akhtar, Research Officer, GIS-Lab, Punjab Forest Department	19	Punjab	Training	No	Yes	No	No	The Training was arranged with the specific objective of providing on-the-ground training and capacity development for forest and wildlife staff, representatives of community organizations and other stakeholders on forest inventory and mapping techniques, and in the interpretation and use of information arising from these exercises
8	10-Jun-17	10-Jul-17	Training on GPS/GIS and Remote Sensing and its Application in Forest Management	*Mr. Shahid Imran,* (Manager GIS Lab, Punjab Forest Department. *Mrs. Aqeela Mobeen Akhtar*, Research Officer, GIS-Lab, Punjab Forest Department	22	Punjab	Training	No	Yes	No	No	The Training was organized with the specific objective of providing on-the-ground training and capacity development for forest and wildlife staff on GPS/GIS and Remote Sensing and its application in the forest management. It was attended by 22 officials, who took keen interest in the training. Conservator of Forests Dera Ghazi Khan Forest Circle also attended the closing ceremony and distributed certificate amongst the participants.

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
9			Training of forest officials from KPK in Carbon stock assessment	PFI	10	KPK	Training	No	Yes	No	No	Mr. Anwar Ali and Alamgir Gandapur conducted this three-days Carbon stock assessment training for 10 forest officials from KPK at Shogran, Kaghan to support project in future in similar nature of activities.
10	12-Jan-18	14-Jan-18	Training for community in orchard raising, selection of species, maintenance and upkeep of the orchards		38	KPK	Training	No	Yes	No	No	Three days training organized on new plantation, fruit orchard raising and aftercare. 38 persons of community Forest and Wildlife staff were trained. One Agri: field assistant also participated in training.
11	14-Feb-18	14-Feb-18	On ground Carbon stock assessment training	Anwar Ali	30	Sindh	Training	No	Yes	No	No	
12	3-May-18	3-Jul-18	Training on Carbon Stock Assessment in Scrubs for Forest Officials at Chakwal	Anwar Ali	39	Punjab	Training	No	Yes	No	No	

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
13	29-Mar-18	30-Mar-18	Training in conflict identification and resolution	IC	30	KPK	Training	No	Yes	No	No	Consultancy awarded for identification, listing of inter-sectoral conflicts, actors in conflicts and devising resolution mechanism through participatory approach. The focus group discussions with the concerned communities and forest department have been conducted and their report is submitted. Moreover, two days training in conflict identification and resolution has also been conducted at Peshawar.
14	27-Mar-18	28-Mar-18	Training for the staff of Wildlife Department in "Pheasants Survey Techniques and Methods"	IC	55	KPK	Training	No	Yes	No	No	Two days training for the staff of Wildlife Department in "Pheasants Survey Techniques and Methods" was conducted in Balakot Green View Hotel for the staff of Wildlife Department through training consultant.
15	26-Feb-18	2-Mar-18	Training on project management	PIM	4	Punjab	Training	No	Yes	No	No	SFM PMU conducted 5-day training on project management for 2 officials from PMU, 1 from EAD and 1 from UNDP. Pakistan Institute Management (PIM), Lahore imparted this training.

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
16	9-Mar-18	10-Mar-18	Training workshop on "Forest Inventory Data Analysis"	Anwar Ali	26	Sindh	Training	No	Yes	No	No	The main objectives of the workshop are as follows: • Share the preliminary findings of the Forest Inventory in Riverine Forests • Build the capacity of participants in data entry in worksheets in MS Excel • Development of diameter-Height models using inventory data • Selection of appropriate models for biomass estimation • Conversion of biomass into carbon stocks • Estimation of Emission and Removal Factors from inventory data
17	5-Mar-18	7-Mar-18	Training workshop on carbon stock assessment in scrub and coniferous forests of Punjab	Anwar Ali	40	Punjab	Training	No	Yes	No	No	One of the main components of SFM Project is to enhance carbon sequestration in and around High Conservation Value Forests (HCVF) in target forested landscapes. In this context it is essential to establish the baselines of carbon stocks so that any intervention aimed at enhancing carbon stock is judged against this established baseline. Thus, it is essential to measure the current carbon stocks in the target forest areas and build the capacity of the staff of forest department to

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
												undertake carbon stock assessment in the forest.
18	1-Mar-18	1-Mar-18	Training on Wild honey produced by Apis Florae on its harvesting, processing, packing and marketing to local community field staff of Sindh Forest Department of Kot Dhinghano.	Mr. Khalid Rafique IC and Dr Rashid Mehmood Director Honey Bee Research Institute Islamabad	46	Sindh	Training	No	Yes	No	No	Training on honey harvesting processing packing and marketing carried out through Consultant at Kot Dhinghano forest landscape. Natural honey of (Apis florae) is being important source of income generation for the local people of kot dhinghano riverine forest, so one day training was organized
19	28-Apr-18	28-Apr-18	Development of GIS integrated System of Sindh Forest Department	Mr. Waqas Durrani Mr. Mubeen ur Rehman	17	Sindh	Training	No	Yes	No	No	workshop held regarding consultation on GIS integrated MIS module of Sindh Forest department in which consultant highlighted various aspects of Lease module of MIS software and requested the forum to share their inputs/suggestions which could be incorporated in the software. following suggestions were given by the participants to incorporate in the MIS software.
20	7-May-18	10-May-18	Training to Forest officer	Anwar Ali focal person REDD Project	5	KPK	Training	No	Yes	No	No	Forest officers of Sindh Forest department sent on training at PFI Peshawar on Application of UAV Drone for forest cover in mapping in REDD plus,

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
21	14-May-18	14-May-18	Training / Workshop on Forest Surveying through GPS and Smart Phone App.	Mr. Jan Muhammad Soomro	26	Sindh	Training	No	Yes	No	No	Training/ Workshop on Forest Surveying Through Gaps & Smart Phone Application Under Sustainable Forest Management at Library of Chief Conservator of Forests Sindh At Hyderabad. Mr. Jan Muhammad Soomro gave nice presentation on Forest Surveying and Maps, he gave presentation on the introduction and use of GPS. During presentation he allotted GPS to participants and briefing the GPS function and use. The theoretical information was enjoyed as most of participants had used GPS practically.
22	18-Jul-18	18-Jul-18	Inception Workshop on Formulation of Sindh Forest and Wildlife Policy	Mr. Muhammad Rafiq, Mr. Saleem Ullah Khan, Dr. Mumtaz Malik, Mr. Muhammad Ayaz Khan NPM SFM Project, Mr. Abdul Jabbar Kazai Forest Conservator	100	Sindh	workshop	No	Yes	No	No	Inception workshop regarding Sindh Forest and wildlife policy was held on 18th July, 2018 at Hyderabad. Consultants, SFM staff, Forest Officers, Wildlife Officer, retired senior forest/ wildlife officers, Various Stakeholders, NGOs attended workshop and warmly participated in discussion and suggestions for formulation of Sindh Forest & Wildlife Policy

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
23	20-Jul-18	20-Jul-18	Formulation of Sindh Forest Policy	Mr. Saleemullah Khan IC	16	Sindh	workshop	No	Yes	No	No	Proceedings of consultative meetings with Forest and Wildlife officers/staff and community regarding Sindh Forest Policy. Consultants, SFM Staff discussed the matter related to formulation of Sindh Forest Policy isuues,vision, and objectives.
24	18-Aug-18	18-Aug-18	Formulation of Sindh Forest Policy	Mr. Muhammad Rafiq IC	29	Sindh	workshop	No	Yes	No	No	Leadership group working meeting// workshop was held at ramada plaza Karachi where Mr. Muhammad Rafiq Consultant at after doing consultation with the participants drafted a vision, mission and objectives of Sindh Forest Policy
25	6-Oct-18	6-Oct-18	Development of GIS Integrated MIS Module of Sindh Forest Department	Mr. Waqas Ali Durrani	4	Sindh	Training	No	Yes	No	No	Master trainer training session regarding GIS integrated MIS of Sindh Forest Department under sustainable forest management. Mr. Waqas Durrani briefed the Master trainers regarding GIS integrated MIS of Sindh Forest Department. He guided master trainers about different functions of MIS (Circle, Division, Range Forest, Leases, Encroachment, Lease Payments. He also guided the data manipulation system to the trainers.

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
26	30-Oct-18	30-Oct-18	Development of GIS Integrated MIS Module of Sindh Forest Department	Mr. Afzal Ansari	16	Sindh	training	No	Yes	No	No	MIS data entry training session for computer operator and official of Sindh Forest Department was held at Indus Dolphin Center, Lab e Mehran, Sukkur, in which M/S. Afzal Ansari Master Trainer of SFD and Sharafat lead the session and also informed the participants benefits of MISed the training.
27	30-Oct-18	30-Oct-18	Formulation of Sindh Forest Policy	Mr. Ghulam Qadir Shah	28	Sindh	Workshop	No	Yes	No	No	
28	12-Jan-18	14-Jan-18	Training on Orchard Raising	Dr. Abdur Rauf/ Agriculture Research Institute	48	KPK	Training	No	Yes	No	No	Training on New Plantation, Fruit Orchard Raising and Aftercare
29	27-Mar-18	28-Mar-18	Training on Pheasant Survey and Techniques	Naeem Awan	44	KPK	Training	No	Yes	No	No	Training on Survey Techniques in Pheasants and demarcation of plants in state forest in Kaghan valley including Manshi Wildlife Sanctuary
30	29-Mar-18	30-Mar-18	Training on Conflict Resolution/ Management	Fayyaz Muhammad	25	KPK	Training	No	Yes	No	No	Training on Conflict Resolution Management and identification of Conflicts over resource use and management
31	18-Apr-18	18-Apr-18	Consultative Workshop on Revision of Community Participation Rules 2004	Azhar Ali Khan	42	KPK	Workshop	No	Yes	No	No	Consultative Workshop on Revision of Community Participation Rules 2004
32	2-Aug-18	3-Aug-18	Two Days Sensitization Workshop on Revision of Working Plan Code	Mr. Ayaz Khattak	41	KPK	Training	No	Yes	No	No	Two days sensitization workshop on revision of Working Plan Code

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
33	5-Sep-18	6-Sep-18	Development of Project Design	PFI	30	KPK	Training	No	Yes	No	No	Pakistan Forest institute was facilitated for the Conduction of Two Days Training Workshop on Project design Document Development
34	12-Sep-18	13-Sep-18	Noninvasive survey techniques in remote sensing, camera trapping	Snow Leopard Foundation	30	KPK	Training	No	Yes	No	No	Noninvasive survey techniques in remote sensing, camera trapping
35	27-Apr-19	27-Apr-19	One Day Training on Cleaning, Grading, Packing and Storing of Black Persimmon	Muhammad Haroon (Consultant)	10	KPK	Training	No	Yes	No	No	Report attached as Annex -3
36	3-May-19	4-May-19	Two Days training on "Community Management Skills Training"	Barkat Ali (Consultant)	21	KPK	Training	No	Yes	No	No	Report pending
37	18-Apr-19	19-Apr-19	Workshop on orientation and feedback for development of Monitoring Framework for Khyber Pakhtunkhwa Forest Department		35	KPK	Workshop	No	Yes	No	No	Report attached as Annex -4
38	1-May-19	3-May-19	Strawberry Production Training at Siran and Kaghan valleys	Dr. Muhammad Abdur Rauf	18	KPK	Training	No	Yes	No	No	Report attached as Annex -5

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
39	30-jan-19	30-Mar-19	Training of Community for Wildlife Protection (Action No. 1.7.b.4)	1. Mr. Abdul Razzaq Divisional Forest Officer, North Forest Division Rawalpindi Dr. Masood, Dr. Tariq Mahmood Arid A	80	Punjab	Awareness training	No	Yes	No	No	An awareness programme for the training of the community was arranged in Narr, Pin Forest Landscape. Ladies and gents both participated in the programme. Mr. Abdul Razzaq Divisional Forest Officer, North Forest Division Rawalpindi told the community about the SFM Project. Later on, professor Dr. Masood, Dr. Tariq Mahmood Arid Agriculture University Rawalpindi Wildlife Experts talked about local fauna and its protection and conservation. Muhammad Waseem fro+L7m WWF Islamabad shared very interesting information about the leopard. Dr. Imtiaz Ahmad informed the community about the diseases of wildlife. The programme was ended after question answer session. The community participated the event fully.

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
40	24-Apr-19	24-Apr-19	Capacity building of community members (Action No.2.3. a.4)	Dr. Muhammad Arif Assistant Director Agriculture	39	Punjab	Training	No	Yes	No	No	Farmers from Chakwal and Rawalpindi were invited in Rawat and in house training was given for their capacity building in case of tunnel farming and raising of fruit orchard. The problems were discussed and diseases of fruit plants were told. Later on, a big tunnel farm at Chak Beli Road was visited. The farmers showed a great interest in the field and asked practical questions.
41	1-Nov-18	31-Oct-20	Long term training M.Sc. Forestry	PFI Peshawar	1	KPK	training	No	Yes	No	No	One person from Sindh Wildlife Department was nominated for M.Sc. Forestry for the session 2018-20 at Pakistan Forestry Institute Peshawar. He is receiving training and that will be great asset for the Sindh Wildlife Department.
42	20-Mar-19	21-Mar-19	Community Women Training on Preparation and Usage of Heat Efficient Stoves	Sindhica Reform Society volunteers	50	Sindh	Training	No	Yes	No	No	
43	8-Apr-19	8-Apr-19	MIS integrated GIS training of Social Forestry	Mr. Zaki Muiuddin Mr. Tabraiz	37	Sindh	Training	No	Yes	No	No	
44	9-Apr-19	10-Apr-19	Training course on Application of GIS in Forestry	Mr. Shahid Imran Mr. Tayyab Afzal Miss. Amber Noor	30	Sindh	Training	No	Yes	No	No	Training on Application of GIS in forestry was conducted at T&RC Hyderabad. Thirty (30) officers were trained including Surveyors of Sindh Forest Department & of wildlife department.

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
												The training was participatory and interactive that provided opportunity for maximum interaction between the participants and the trainers. The two-days training was conducted for the officers and officials of Forest &Wildlife Department. On first day the applications of GIS in Forestry was discussed in detail and hands on practice on software installation, GPS and Google Earth was given to participants, along with lectures on Forest Management Information system development in Punjab and Case study of SFM Project in Punjab. On second day the lectures on Cartography and its types, Remote sensing & its types, the use of Drone Technology in Forestry and practical use of ArcGIS was delivered to the participants.
45	14-Jan-19	15-Jan-19	Training Program on Data Collection for Forest Working Plan, Carbon Stock Assessment and Biodiversity Conservation	Dr. Muhammad Abdur Rauf	27	KPK	Training	No	Yes	No	No	Report attached as Annex -6

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
46	28-Jun-19	28-Jun-19	One Day Workshop on Revision of working plan Code		62	Sindh	Workshop	No	Yes	No	No	One workshop organized for Forest Officers on MIS Social forestry System for getting feedback and hands on exercise carried out
47	4-Sep-19	4-Oct-19	Two days training on Application of GIS in forestry organized at Hyderabad		33	Sindh	Workshop	No	Yes	No	No	Two Days Short Training on Application of GIS In Forestry Organized at Hyderabad Total thirty (30) officers participated including Surveyors of Sindh Forest Department & 6 officers of Wildlife Department.
48	4-Aug-19	4-Aug-19	Workshop on MIS System of Social Forestry		30	Sindh	Workshop	No	Yes	No	No	Training on MIS provided to officials of Sindh Forest Department at Hyderabad
49	14-Oct-19	14-Oct-19	One day Training and workshops for capacity building of forest and wildlife, field staff on Forest and wildlife protection,		20	Sindh	Workshop	No	Yes	No	No	Training provided to Field staff of Sindh Forest and Wildlife department.
50	10-Oct-19	19-Oct-19	Training to local masons on construction of biogas plant	M/s. Sindhica Reforms Society	10	Sindh	Training	No	Yes	No	No	Training provides to 10 local masons on construction of Biogas plants at Kot Dhingano riverine forest landscape
51	20-Mar-19	24-Mar-19	Training for Community on preparation of Heat Efficient stoves	M/s. Sindhica Reforms Society	50	Sindh	Training	No	Yes	No	No	Training provided to 50 women from local community and 500 Heat Efficient stoves were prepared
52	18-Sep-19	28-Sep-19	Training for Community on preparation of Heat Efficient stoves at Sukkur	M/s. Panel Pakistan	50	Sindh	Training	No	Yes	No	No	Training provided to 25 men and 25 women from local community and 500 Heat Efficient stoves were prepared

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
53	16-Jul-19	17-Jul-19	Forest Fire Control Training	M/s. Sindhica Reforms Society	30	Sindh	Training	No	Yes	No	No	Fire Control Training provided to Negahbans, Field staff of SFD and Local Community.
54	25-May-19	26-May-19	Resource Mobilization Training	Forest working plan circle	23	KPK	Training	No	Yes	No	No	2 Days training for the local communities of Siran and Kaghan Forest Divisions in Livelihood Improvement and establishment of small businesses
55	5-Aug-19	5-Aug-19	Development of Monitoring Framework	Shabir Hussain	28	KPK	Workshop	No	Yes	No	No	One Day Consultative/ Scoping Exercise for development of Monitoring Framework with the officers of Forest Region - i
56	19-Nov-19	21-Nov-19	Training on Livestock improvement, productivity and breed improvement	I&HRD&M	18	KPK	Training	No	Yes	No	No	3 Days Training on Livestock improvement, productivity and breed improvement was arranged for local communities of Kaghan and Siran Forest Division
57	3-Dec-19	5-Dec-19	Tools and Techniques for Effective Management of Protected Areas	Muhammad Iqmail, Consultant	16	KPK	Training	No	Yes	No	No	Three Days training in "Tools and Techniques for Effective Management of Protected Areas" for the officers of Wildlife Department was arranged in collaboration with I&HRD&M
58	6-Dec-19	8-Dec-19	Implementation of Forest Management Plan	Shabir Hussain	14	KPK	Training	No	Yes	No	No	Three Days Training in "Implementation of Forest Management Plan" was arranged in collaboration with I*HRD&M for the officers of Forest Department

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	From	To										
59	30-Mar-19	30-Mar-19	Training of Community for wildlife protection	1. Mr. Abdul Razaq Divisional Forest Officer, North Forest Division Rawalpindi	65	Punjab	Training	No	Yes	No	No	N/A
60	12-Jun-19	12-Jun-19	Community Training	1. Madam Rizwana District Wildlife Officer Rawalpindi 2. Mr. Sajid Chief Instructor Civil Defence Pindi	35	Punjab	Training	No	Yes	No	No	N/A
61	17-Jun-19	17-Jun-19	Training for wildlife protection	1. Dr. Maqsood Anwar Arid Agriculture University Rawalpindi (Retired 2. Rana Shehbaz Deputy Director Wildlife Salt Range Chakwal	35	Punjab		No	Yes	No	No	N/A
62	29-Apr-19	29-Apr-19	Capacity building training to agriculture community	Dr. Arif Assistant Director Agriculture Rawalpindi	45	Punjab	Training	No	Yes	No	No	N/A
63	30-Jul-19	30-Jul-19	Training of Community for wildlife protection	• Mr. Mr. Nadeem Qureshi DD Wildlife Pindi	55	Punjab	Training	No	Yes	No	No	N/A

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
64	27-Aug-19	27-Aug-19	Capacity building training	1. Raja Tariq Conservator of Forests (Retired) 2. Dr. Talat	25	Punjab	Training	No	Yes	No	No	N/A
65	3-Nov-19	3-Nov-19	Training to use Heat efficient stove	PPC SFM	60	Punjab	Training	No	Yes	No	No	N/A
66	10-Feb-20	10-Feb-20	Nigahbans Orientation Training	Ali Khan Khaskheli	23	Sindh	Training	No	Yes	No	No	Orientation Training for Nigahbans
67	13-Apr-20	13-Apr-20	Nigahbans Orientation Training	ail Khan Khaskheli	25	Sindh	Training	No	Yes	No	No	Orientation Training for Nigahbans
68	9-Jul-20	9-Jul-20	Nigahbans Orientation Training	ail Khan Khaskheli	26	Sindh	Training	No	Yes	No	No	Orientation Training for Nigahbans
69	27-Jul-20	27-Jul-20	Ceremony for handing over of IT equipment for Strengthening of Social Mobilization Wing of Sindh Forest Department	Zulfiqar Ali Memon PPD and Abdul Haque Shaikh PPC	19	Sindh	Workshop	No	Yes	No	No	Session for Forest Officials on Management Information System (MIS) and ceremony for handing over IT Equipment for strengthening of mobilization wing of Sindh Forest Department
70	15-Sep-20	15-Dec-20	Capacity Building of Community On Kitchen Gardening	Musthaq Ahmed	41	Sindh	Training	No	Yes	No	No	Conducted Hands on Training of Community Women on Kitchen Gardening in Shaheed Benazir Abad
71	15-Sep-20	15-Dec-20	Capacity Building of Community On Kitchen Gardening	Ms Salma Rahu	44	Sindh	Training	No	Yes	No	No	Conducted Hands on Training of Community Women on Kitchen gardening in Shaheed Benazir Abad
72	29-Sep-20	9-Oct-20	10 days Mason Training on Biogas Construction	Muhammad Qasim Solangi	12	Sindh	Training	No	Yes	No	No	Construction of Biogas Systems

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
73	14-Oct-20	14-Oct-20	One Day Workshop on Protection of Regeneration	Mr. Hameed Ahmed Khan former Joint Secretary, Ministry of Agriculture and Environment, Government of Pakistan	60	Sindh	Workshop	No	Yes	No	No	"Challenges and Opportunities related to Protection and Management of Regenerated riverine forest of Sindh
74	15-Oct-20	15-Oct-20	Nigahbans Orientation Training	Ali Khan Khaskheli	24	Sindh	Training	No	Yes	No	No	Orientation Training for Nigahbans
75	17-Oct-20	17-Oct-20	Nigahbans Orientation Training	Ali Khan Khaskheli	21	Sindh	Training	No	Yes	No	No	Orientation Training for Nigahbans
76	5-Nov-20	6-Nov-20	Selection and Capacity Building Training of 30 Honey Suckers in SBA	Khalid Rafique	31	Sindh	Training	No	Yes	No	No	Conducted Community Training on Honey Harvesting and Brand Making SBA
77	19-Dec-20	19-Dec-20	Selection and Capacity Building Training of 25 Honey Suckers in Sukkur	Khalid Rafique	25	Sindh	Training	No	Yes	No	No	Conducted Community Training on Honey Harvesting and Brand Making Sukkur
78	31-Dec-20	31-Dec-20	First Marathon Session of Forest Officers	Abdul Haque Shaikh	35	Sindh	Workshop	No	Yes	No	No	Session for Forest Officials on Management Information System (MIS) for real time updating monitoring and deliberation on the Forest Act 1927

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
79	18-Sep-21	19-Sep-21	Training on Kitchen gardening and poultry farming for local communities' women in Siran	Rafaqat Bibi	40	KPK	Training	No	Yes	No	No	Objectives set for training includes; 1. Participants will be able to understand importance of organic kitchen gardening and will live healthy. 2. Participants will learn how to establish kitchen garden and its management. 3. Participants will be able to control pests by adopting precautionary methods. 4. They will improve their production and livelihood and will replicate these practices.
80	24-Sep-21	25-Sep-21	Collection, Processing, Value addition & Marketing of Non-Timber Forest Products (NTFPs) and Promotion of Organic based agricultural plants	Ms. Shagufta Bibi	35	KPK	Training	No	Yes	No	No	In general, the objective of training program was to improve the understanding of male community members through their sensitization on collection of NTFPs, local environment and natural resource issues and community mobilization to take collective actions.
81	30-Sep-21	1-Oct-21	Ecotourism activities and livelihood opportunities at Munro Track	Iftikhar-u-Zaman	41	KPK	Training	No	Yes	No	No	N/A
82	2-Oct-21	3-Oct-21	Community in Forest Fire Fighting	Ms. Shagufta Bibi	30	KPK	Training	No	Yes	No	No	The overall objective of training program was to improve the understanding of community members through their sensitization on forest fire prevention, management and

S/N	Date		Theme of Training Workshop/Refresher Course	Organized by	# of People Trained	Type Stakeholder/ Trainee	Event Nature, e.g., meeting, workshop, training, etc.	Training Manual/ Module Developed (Yes/No)	Training Report Produced (Yes/No)	Training Manual/Report Shared with Stakeholders (Yes/No)	Pre/Post Training Survey Available (Y/N)	Remarks
	From	To										
												community mobilization to take collective actions.
83	26-Sep-21	27-Sep-21	Collection, Processing, Value addition & Marketing of Non-Timber Forest Products (NTFPs) and Promotion of Organic based agricultural plants	Ms. Shagufta Bibi	30	KPK	Training	No	Yes	No	No	The overall objective of training program was to improve the understanding of community members through their sensitization on NTFPs and promotion of organic plants, local environment and natural resources issues and community mobilization to take collective actions.
84	28-Sep-21	29-Sep-21	Handicraft training	Erum Waheed	46	KPK	Training	No	Yes	No	No	Training on handicraft was imparted for the village of BAGAR of Tehsil Balakot, District Mansehra. Women was already identified after a well design assessment and they were given transport for participating in said training.
85	9-Nov-21	11-Nov-21	Training on NTFP for Punjab forests' departments officials	GC University Lahore	53	Punjab	Training	No	Yes	No	No	The training included the lecture and demonstration on medicinal plants, mushroom cultivation and apiculture.
86	19-Jan-21	19-Jan-21	Training on digital reporting	TBTTP	30	Sindh	Training	No	Yes	No	No	Training was about to sensitize the forest staff for online submission of the progress reports.

ANNEX M: EFFICACY ASSESSMENT OF FOREST LANDSCAPE MANAGEMENT PLANS PREPARED UNDER THE SFM PROJECT

Landscape	Area (In ha)	District/ Province	Assessment Criteria							Remarks (If any)
			Overall Tech. Quality (1)	Consistency (2)	Stakeholders Engagement (3)	Action Plan and Budget (4)	Monitoring (5)	Completeness (6)	Status (7)	
Kaghan Temperate Coniferous Forests	29,260	Mansehra, KP	Medium – lacks baseline data on natural and social indicators; land use changes and drivers' analysis; and integrated spatial planning	No specific guidelines and template followed	Major Stakeholders identified and consulted for data collection; No stakeholders participation plan provided	No action plan with timelines; only indicative budget against the prescriptions	No M&E plan or institutional mechanism proposed for monitoring implementation of the plan.	Just a first draft	Not yet Approved	Actual area under project 22,000 ha, whereas area covered under plan 29,260 ha; Plan drafted by a single consultant; limited stakeholders' engagement for collaborating planning and input.
Siren Temperate Coniferous Forests	20,000	Mansehra, KP	Medium – lacks baseline data on natural and social indicators; land use changes and drivers' analysis; and integrated spatial planning	No specific guidelines and template followed	Major Stakeholders identified and consulted for data collection; lack stakeholders participation plan	No action plan with timelines; only indicative budget against the prescriptions	No M&E plan or institutional mechanism proposed for monitoring implementation of the plan.	Just a first draft	Not yet Approved	Actual area under project 14,349 ha, whereas area covered under plan 20,000 ha; plan draft by the same consultant with limited stakeholders' input and involvement in participatory planning.
Salt Range Scrub Forest Landscape	20,010	Jhelum & Chakwal, Punjab	Medium – lacks baseline data on natural and social capital from the baseline studies; land use changes, challenges, and drivers' analysis; and integrated spatial and	No specific guidelines and template followed; lacks consistency in collating information; and focusing only on Chakwal Forest Division	No stakeholders mapping and their engagement for participatory planning; stakeholder participation plan missing	Action plan with timelines and indicative budget against proposed interventions provided	No M&E plan or institutional mechanism proposed for implementation and monitoring of the plan.	Just a draft document	Not yet Approved	Actual area under project 7,541 ha, whereas area covered under plan 20,020 ha including all the reserve and protected forest of District Chakwal; document

			sectoral planning							drafted by a consultant with limited engagement of key stakeholders and local communities.
Kallar Syedan Sub-tropical Pine Forests Kahuta Sub-tropical Pine Forests	28,249	Rawalpindi, Punjab	Good – baseline data on status and trends in natural and social capital lacking; prescription logically presented; and livelihood options and corresponding actions are missing.	No specific guidelines and template followed; consistency in collating sectoral data and recommending interventions	No stakeholders mapping and documentation of their engagement for participatory planning; and lacks stakeholder participation plan	Implementation plan with timelines for different sectoral interventions and the indicative costs estimates are provided	No M&E plan or institutional mechanism proposed for implementation and monitoring of the plan.	Just a draft document	Not yet Approved	A combined Management plan for Kallar Syedan and Kahuta landscapes has been prepared, as both areas fall under sub-tropical pine forests. Plan has been drafted by an individual consultant with very little input from the forest and wildlife department and of other stakeholders.
Sukkur Riverine Forests	28,514	Sukkur, Sindh	Good – technical information well documented, but baseline data on status and trends in natural capital lacking; sectoral and landscape management options and corresponding actions are missing	No specific guidelines and template followed; consistency in collating sectoral data and logical presentation of FLR interventions	No detailed stakeholders mapping and documentation of their engagement for participatory SFM planning; stakeholders' involvement briefly described, but lacks detailed stakeholder participation plan	Detailed action plan with timeline is missing; indicative budget/ cost estimates for forest landscape restoration provided and fund mobilization options are proposed.	Implementation and monitoring mechanism provided with some initial indicators, but baseline indicators and detailed Monitoring plan are missing.	Draft Plan	Not yet Approved	Actual area under project 22,558 ha, whereas area covered under the plan 28,514 ha including all the riverine forests of District Sukkur; document drafted by the IUCN team with apparently limited engagement of key stakeholders and local communities and input of

										the provincial forest and wildlife department.
Kot-Dhingano-Lakhat Riverine Forests	6,460	Benazirabad, Sindh	Medium – baseline data on status and trend in natural and social capital lacking; Management prescriptions focusing on forests are listed, but biodiversity conservation and livelihood options and corresponding actions are missing	No specific guidelines and template followed; consistency with landscape approach and collating sectoral data are lacking	No stakeholders mapping and documentation of their engagement for participatory planning; and lacks stakeholder participation plan	Ten years work plan with timeline is provided, but detailed action plan and indicative budget/ cost estimates are missing. However, fund mobilization options are proposed.	Implementation and monitoring mechanism proposed with preliminary identification of monitoring indicators, but baseline indicators and detailed Monitoring plan are missing.	Draft Plan	Not yet Approved	Draft plan has been prepared by the IUCN team with apparently limited engagement of key stakeholders and local communities and input of the provincial forest and wildlife department, as such a process has not been documented.
Chinji National Park	6,073	Chakwal, Punjab	Good – technical information, issues and threats well documented, but baseline data on status and trends in local flora and fauna (natural capital) lacking;	Consistency in collating and presenting socio-economic and biological data; buffer zones management prescriptions are missing	Stakeholders' mapping and their roles identified, but methodology and process of stakeholders' engagement in management planning not documented.	Management prescription-based action plan with priorities and indicative budget; financial plan and possible funding sources proposed.	Implementation and monitoring mechanism proposed, but baseline indicators and detailed monitoring plan are missing.	Draft Plan	Not yet Approved	Could not be considered as a separate landscape plan, as the national park falls under scrub forest landscape of Chakwal District. Stakeholder involvement and ownership of the planned prescriptions is needed.

Assessment Criteria: 1) Overall Technical Quality – is the management plan technically sound and sufficiently covers key elements of landscape conservation approach; (2) Consistency – does the management plan follow similar guidelines and structure across the project landscapes?; (3) Stakeholders Involvement – are the key stakeholders, including local communities and CBO support NGOs involved in preparation and implementation of the landscape management plan?; (4) Action Plan & Budget – Does the management plan provides a detailed action plan and budget estimates; (5) Monitoring – does the management plan provide an M&E plan and articulate how its implementation will be monitored?; (6) Completeness – is the landscape management plan still in draft shape?; and (7) Status – has the management plan approved from the competent forum of the respective province?

ANNEX N: SIGNED TE REPORT CLEARANCE FORM

Terminal Evaluation Report for *"Sustainable Forest Management to Secure Multiple Benefits in Pakistan's High Conservation Value Forests"* (PIMS 4674)

Reviewed and Cleared By: Commissioning Unit (M&E Focal Point)

Name: Sabeeh

Signature: DocuSigned by: Sabeeh 8595FDE253E04A5... **Date:** 25-Apr-2022

Regional Technical Advisor (Nature, Climate and Energy)

Name: *Tashi Dorji*

Signature: 

Date: *22 April 2022*

ANNEX O: AUDIT TRAIL OF COMMENTS

See separate file(s).

ANNEX P: PROJECT SCORECARD(S)

See separate file.