

Outcome Evaluation

UNDP Pakistan

Environment and Climate Change Programme (2009-2012)

Final Report

John Carter and Khizer Omer

July 9, 2013

Table of Contents

	Page
List of Acronyms and Abbreviations	3
Executive Summary	5
1. Introduction	12
1.1 Purpose and Objectives of the Evaluation	12
1.2 Scope of the Evaluation	12
1.3 Methodology	12
1.3.1 Conceptual Framework	12
1.3.2 Evaluation Criteria and Questions	13
1.3.3 Data Collection Methods and Analytical Approaches	16
2. The Development Challenge for Environment and Climate Change in Pakistan	17
2.1 The Situation on the Ground	17
2.2 Policy and Strategy Context	19
2.3 Previous Related Development Initiatives	20
3. UNDP Response and Challenges	22
3.1 UNDP Structure in Pakistan	22
3.2 Current UNDP Environment and Climate Change Programme	24
3.3 Future Plans	26
4. Contribution to Results	28
4.1 Programme Relevance and Utility	28
4.2 Effectiveness in Contributing to Achievement of Outcomes	32
4.3 Programme Delivery Efficiency	36
4.4 Status and Effectiveness of Partnerships, Degree of Ownership, Sustainability of Outcomes, and Potential for Replication	42
4.5 Engagement with Cross-Cutting Themes	49
5. Conclusions and Recommendations	52
5.1 Overall Conclusions	52
5.2 Recommendations	55
Annexes	60
1. Terms of Reference of the Evaluation	60
2. Evaluation Matrix and Individual Project Analysis	67
3. Outcome Model (Environment and Climate Change)	150
4. Evaluation Schedule	151
5. List of People Contacted	153
6. References	156
7. Proposed UNDP CPAP: 2013-2017 (E&CC Component)	160

List of Acronyms and Abbreviations

CBO	Community-Based Organization
CCF	Country Cooperation Framework
CDM	Cleaner Development Mechanism
CIDA	Canadian International Development Agency
CO	UNDP Country Office
CO ₂	Carbon Dioxide
CPAP	(UNDP) Country Programme Action Plan
CPRU	Crisis Prevention and Recovery Unit
DEX	Direct Implementation Mode
E&CC	Environment and Climate Change
E&CCU	Environment and Climate Change Unit
EAD	Economic Affairs Division
EDCG	Environmental Donors Coordination Group
EIA	Environmental Impact Assessment
EPA	Environmental Protection Authority
EU	European Union
EWG	Environmental Working Group
GCISC	Global Change Impact Studies Centre
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Green House Gases
GLOF	Glacier Lake Outburst Flood
HQ	Headquarters (of UNDP)
IDP	Internally Displaced Person
IEE	Initial Environmental Examination
IFI	International Financing Institution
IPRSP	Interim Poverty Reduction Strategy Paper
IUCN	The World Conservation Union
JICA	Japan International Cooperation Agency
JPE	Joint Programme on Environment
M&E	Monitoring and Evaluation
MACP	Mountain Areas Conservancy Project
MDG	Millennium Development Goals
MDGs	Millennium Development Goals
MEA	Multi-lateral Environmental Agreements
MoCC	Ministry of Climate Change
MoE	Ministry of Environment
MoU	Memorandum of Understanding
MtCDE	Metric Tonnes Carbon Dioxide Equivalent
NEAP	National Environmental Action Plan
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NPD	National Project Director
NPD	National Project Director
NPM	National Project Manager
PEPA	Pakistan Environmental Protection Act
PM	Prime Minister
PMU	Project Management Unit
POPs	Persistent Organic Pollutants

PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
PSC	Project Steering Committee
RNE	Royal Netherlands Embassy
ROAR	Results Oriented Annual Report
SCCF	Special Climate Change Fund
SGP	Small Grants Programme
SGP	Small Grants Programme
SMU	Strategic Management Unit
SRF	Strategic Results Framework
ToRs	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
WWF	The Worldwide Fund for Nature

Executive Summary

UNDP Pakistan has been supporting a portfolio of projects in the Environment and Climate Change (E&CC) Programme through the period 2009-2012, following on from previous engagement in the environment field since the 1990s. The overall mandate of the E&CC Programme is to work on improving environmental management through capacity building of environmental institutions, mainstreaming environment into the development processes, implementing innovative solutions for meeting challenges posed by climate change and sustainable use of natural resources, as well as related advocacy. These themes are expressed in the CPAP proposed outcomes, in both the 2009 and 2011 versions.

The purpose of the evaluation was to document and evaluate the collective outcomes of UNDP's contribution towards management of the environment and climate change in Pakistan. This involved examination of the individual UNDP projects in the programme, in particular their relevance, utility, and sustainability, and then the overall contribution of the programme to institutional strengthening to support regulatory frameworks and to mainstream environmental and climate change considerations in development sector plans and programmes. The outcome evaluation was undertaken over the period March 18 – May 31, 2013, with evaluation meetings, consultations, and group discussions undertaken between April 7 and 20, supported by detailed document review throughout that period.

Although UNDP has a strategic vision of the E&CC Programme, the programme has been defined to date as a “bundle” of projects that reflect the funding sources and conditionalities evident in the purpose of the different GEF categories (such as land degradation, biodiversity, etc.) and the Adaptation Fund. Nevertheless, the projects in the E&CC Programme were or are *all* relevant to environment and climate change needs in Pakistan, engaging stakeholders at all levels and in many locations. The projects have also had traction with policy development, awareness-raising, on-the-ground demonstrations, and development of various innovations within demonstration or pilot activities. The collective utility of the E&CC Programme is evident in ability of UNDP to maintain a high profile for E&CC initiatives in Pakistan, keeping a very broad range of stakeholders mobilized. However, full uptake and replication of specific approaches in the various projects is still a concern, which limits the potential utility and sustainability of the programme.

For the top ranking projects in the E&CC Programme, the common positive factors are successful engagements with the targeted stakeholders and production of guidelines, application tools, and standards, that will continue to be used for either achieving energy efficiency or improved habitats upon which local communities depend. There is a short and visible/tangible linkage between the projects and the social and economic benefits that should accrue to local communities. The projects that are more challenged are characterized by an inability to turn the project outputs (whether standards or guidelines or enabling policies) into sustained action leading to improved environmental quality on-the-ground. They seem to have been constrained by the lack of institutional capacity to push the projects into “change”; more a factor linked to the capabilities and procedures of the project partners than a design problem *per se*.

There is fairly good alignment of the E&CC Programme results and the CPAP outcome indicators. With the original outcome indicator (2009-2010) that sought contributions to the development plan and poverty strategy, at least eleven projects have developed policies, guidelines, standards, etc. that are well aligned with official development and poverty strategies in Pakistan. Similarly, most of the twelve “performing” projects have good alignment with the

2011-2012 outcome indicators, producing environmental action plans, initiatives, and interventions, with a particular focus on local climate change issues. The two indicators in the 2009-2010 period that reflect expected changes in forest cover and reduction of GHG emissions were the least addressed (given their very specific and ambitious numerical targets), with only 3-4 projects perhaps making some un-measurable contribution. Regardless of the specific alignment with the CPAP outcome performance indicators, most of the projects in their own right were well-situated within environment and climate change issues (in their original concepts and designs) and at least two-thirds of them actually performed well enough such that the evaluators believe that they have been effective contributors to improved environmental management in Pakistan.

A challenge for the evaluators in determining the efficiency and cost-effectiveness of project delivery in the E&CC Programme, at the outcome level, is that the UNDP ROARs (Annual Reports) that were provided to the evaluators (2009, 2010, 2012) do not provide adequate evidence for the contributions of individual projects to the status of outcomes in each year. Given the structure of the reports, it is never quite clear what exactly changed in a given year (for example, in some cases, the “latest data” are almost the same from year to year, yet accumulated expenditures have obviously increased). Furthermore, the focus is on activities and overall rates of expenditure; these are not detailed enough to assign specific costs to specific activities and results. The actual *change in capacity* that would be expected with the E&CC Programme therefore remains somewhat obscure. Parameters of efficiency and use of financial and human resources, at the outcome level, cannot be properly assessed unless all the individual project expenditure reports are analyzed.

It is clear that the successful projects have been well-founded on effective partnerships, involving the most appropriate groups and assigning tasks accordingly. For example, projects which required the engagement of the private sector for effective implementation (PEECH and BRESL, in particular) have managed to do this quite well, with these partners seeing the benefits of engagement and taking up the activities. Similarly, the One UN Programme-Environment, the Junipers Project, and SLMP have created and sustained effective partnerships between UNDP, Federal and Provincial Governments, NGOs, and, most importantly, the local communities that are expected to implement and take up real action on-the-ground. UNDP, in supporting these projects financially and technically, has been able to act as a continuous broker for these partnerships, through the design of the projects and in the ongoing management, in the PSCs, and in project monitoring.

Observations on project design and progress reporting suggest that explicit planning for and implementation of cross-cutting themes in the E&CC projects (especially opportunities for gender equality) have been and continue to be challenging. This appears to mostly reflect the fact that all these projects are NIM modality, with the staff and gender-awareness capacity perhaps not fully developed on a project basis within the Government Implementing Partners. The gender responsibilities would have to be housed within PMUs, which adds another layer to project implementation. These responsibilities are therefore not easily taken up, especially in the project design phase, when gender analysis would be required to define appropriate interventions and suitable gender performance indicators. For example, with the programme design and accommodation for gender issues being mainly the responsibility of the UNDP Programme team, and national institutions perhaps not being fully formed and ready to mobilize staff for gender responsibilities in the design phase, it seems that UNDP and the Implementing Agencies are not synchronized on gender priorities as the projects get underway. Project documentation for cross-cutting themes such as gender equality and human rights is not as strong and clear as it could be.

When the totality of the programme over the last four years is examined, it is difficult to find any significant gaps in themes, priorities, geographical focus, or key stakeholders. UNDP has been able to source funds for all these initiatives, serve as a hub for all the Implementing Partners and project participants, and develop and maintain the relationships and dialogue between everyone. Through all this, UNDP has been seen as an “honest broker”, without significant other agendas and dynamics, and upon which all Implementing Partners and project participants depend, to some extent. In a sense, UNDP has created a critical mass and momentum with the environment and climate change programme that is essential to its ongoing evolution, especially developing appropriate interventions on-the-ground where change is most needed. UNDP has also added value to the theme, by maintaining various fora and dialogues with partners to help shape the E&CC Programme, accessing suitable funding, and keeping all partners and participants informed throughout the process. It has been an active supporter (technical and financial) of the One UN concept (the One UN I JP Environment), which has proved to be an effective environmental programme in itself.

Based on the outcome evaluation findings, the evaluators have made a series of recommendations that address UNDP programming directions in the future, as well as administrative and organizational needs. These are summarized below.

Programmatic direction:

The current projects are the firmest expression of the E&CC Programme, and the three with the most funding and momentum going to 2016 (MtnMkts; PakSTran; GLOFs), which will continue to define the E&CC Programme, address biodiversity, energy efficiency, and climate change adaptation. The other projects currently in the programme (PEECH, PURE, BRESL, ODS, One UN I JPE, and NEIMS) will be essentially completed by 2013-2014, and will not continue to be signatures for the programme. The pipeline projects are intended to shape the E&CC Programme to 2018, and indicate ongoing interest in biodiversity, climate change adaptation and desertification, and chemicals. With this, the evaluators see a significant departure from energy efficiency, a very significant “uptick” in climate change adaptation (in which land management/desertification will be nested), and a steady involvement in chemicals management (for now, but then apparently winding down this theme). UNDP is apparently still interested in Energy and Climate Change Mitigation and intends to develop a SE4ALL Programme, in addition to a Water Programme. While the latter might nest within climate change adaptation, energy initiatives would sit within the SE4ALL frame. Given the UNDP programme directions noted above and the fact that UNIDO is making a more assertive move in the energy area, we recommend that UNDP and UNIDO meet and discuss where the intersection between UNDP and UNIDO practically should be, with regard to energy issues. For example, UNIDO could be promoting the development of energy technologies and UNDP could be facilitating their insertion within community climate resilience projects. UNDP can continue to maintain a prominence and be a driver for climate change adaptation, biodiversity conservation and related habitat management, and management of chemicals (for the time being).

UNDP needs to undertake a rigorous exercise of examining the proposed results of projects (at the output and outcome levels) and the CPAP outcome indicators. These have never matched up, and this problem will continue without attention given to it. This will require checking the practicality and alignment of results statements and performance indicators, and making all the required adjustments to state exactly how each project contributes to the programme, and how the results can be effectively captured in an M&E system.

Within the thematic focus identified above, UNDP should continue to concentrate on capacity building and institutional strengthening (its core development strength) and ensure that any innovations related to climate change adaptation, management of chemicals, and biodiversity conservation are adequately addressed at the policy, regulatory, and economic incentive level (the latter to encourage/ facilitate behavioural change that may be articulated in new policies). Programme experience suggests that the sustainability of initiatives falters when the required enabling policies and inducements are not in place. UNDP can shift more effort to this need, and link such a focus to increased project activity levels in the Provinces, where the capacity needs are greatest (without foreclosing federal roles and responsibilities in the environment and climate change sphere). There is also scope for developing local capacities to undertake the required economic valuations to support design of climate change adaptation initiatives.

Any projects that will involve trials with innovative approaches and development of new policies, especially at the provincial level, will need a firm understanding of the cost implications of uptake and policy implications. This needs to be addressed at the design level, rather than be left to faith that policies will get approved and required environmental behavioural patterns will change (this is especially important to increase private sector engagement in environmental and climate change initiatives). Therefore, it is recommended that all new projects have an explicit and rigorous benefit/cost analysis, so that the social and economic value of benefits are clarified, opportunities for cost-recovery within the timeframe of a project are identified, and the requirements for economic incentives (whether tax subsidies for appropriate changes and behavior, tax credits, or tax revenue redirection in other forms) are clearly defined.

UNDP should give more attention to capacity development at the parliamentary committee level (Federal and Provincial). This can be implemented initially as awareness-raising sessions with the elected representatives, in which climate change vulnerability and mitigation measures can be presented and promoted. This would be well-supported by a detailed legal/regulatory review, in which the effectiveness and ineffectiveness of the multitude of environmental laws are critically examined.

UNDP could support a dedicated awareness-raising programme with the Pakistan media, to help raise the profile of environmental and climate change issues in Pakistan. Developing (increasing) the E&CC presence on the UNDP website would also be beneficial, making the E&CC profile more visible and accessible, up-to-date, and perhaps containing more explicit analytical content which justifies the programme. The link to training materials needs to be activated.

UNDP should support a detailed climate change vulnerability assessment (using sub-regional climate models) that addresses the site-specific needs throughout Pakistan. This should be based on a sound scientific assessment of existing information and examination of synoptic satellite imagery (there is frequent reference to this need, at the federal and provincial levels). This detailed vulnerability assessment could then properly inform design of an early warning system that would be functional at the provincial level, but coordinated and harmonized at the federal level.

UNDP could be an “honest broker” and facilitate an institutional map and analysis that clarifies the respective Federal and Provincial roles/responsibilities/strengths/added value in environmental (and climate change) management. This would improve the Federal/Provincial dynamic/dialogue (by putting an objective, third party assessment on the table), and could clarify institutional needs and capacity building options (especially at the Provincial level), and

also in MoCC, as it comes to grips with its new mandate (for example, promoting interprovincial coordination and harmonization of laws/regulations).

UNDP has a unique position and opportunity to help the provinces develop local initiatives. UNDP could help the provinces develop bankable proposals (with appropriate priorities), by providing services from a technical advisor pool. This could involve setting up standing offers with Pakistani consultants, who could then be parachuted into specific provincial departments to develop priority technical proposals that address local environmental and climate change needs.

UNDP should consider a mechanism to catalogue and track all the expected actions from the national climate change policy. This would involve setting up an M&E system in conjunction with the MoCC and the Planning Commission, which would require an exercise to clarify appropriate performance measures and delegation of M&E tasks.

UNDP might initiate an environmental project with a Provincial Department of Women Development (after consultations with them and a UNDP gender analysis of specific environmental issues that affect women more than men, to help select a suitable intervention), that would exclusively engage women in project initiatives, to give a better understanding of women's environmental management needs and a higher profile for gender equality in the UNDP E&CC Programme.

Administrative and Organizational Recommendations:

It is not evident that UNDP maintains a training/capacity-building database that tracks all E&CC project interventions that engage trainees or communities in demonstration activities. As a consequence, it is never possible to articulate any specific change in capacity or how training and innovative activities are actually taken up in jobs, livelihoods, etc. Although time-consuming to establish and maintain, such a database (identifying training needs assessments, trainees, events, topics, and observed capacity change) is extremely useful. It is recommended that this database be designed, implemented, and staffed up over the next year.

UNDP should activate and sustain the Working Group on Environment and Climate Change (WGECC), with more regular meetings, and document all meeting discussions/decisions (and disseminate minutes). All environment and climate change stakeholders (Government, IFIs, donors, NGOs, UN agencies) need to be informed on the priority environment and climate change needs in Pakistan and the direction of the UNDP E&CC Programme, in particular.

Within the NIM concept, it is suggested that UNDP and GoP increase the level of acceptable risk, and allow NPMs to make more unilateral decisions (get away from micro-management that involves the NPD, EAD, and UNDP). Multiple PSCs within one ministry (for example, MoCC) could be held simultaneously (perhaps at least once per quarter), which would improve meeting efficiency and increase potential synergies between projects. Establishing PMUs with physical proximity to the ministries and departments in which they work should be mandatory, to help mainstream project initiatives into routine Government operations.

UNDP should facilitate twice annual meetings of all NPMs, to coordinate and disseminate lessons learned amongst projects and encourage synergies. UNDP should consider hiring two more UNDP staff for the E&CC Programme, assuming that annual revenue flows anticipated with the existing project portfolio will support this. These new staff could address the various new initiatives suggested above (therefore a Programme Officer and a Programme Assistant). Annual ROARs should be very explicit about what has actually been accomplished in the year in

question, rather than using text from previous year reports, and then losing the precision of annual-specific activities. The contributions of individual projects in each year to the proposed outcomes need to be articulated in each report.

Preamble

For those who wish to get straight to the outcome evaluation observations, analysis, conclusions, and recommendations, we suggest going straight to Sections 4 and 5.

1. Introduction

1.1 Purpose and Objectives of the Evaluation

UNDP Pakistan has been supporting a portfolio of projects in the Environment and Climate Change Programme through the period 2009-2012, following on from previous engagement in the environment field since the 1990s. The purpose of the evaluation is to document and evaluate the collective outcomes of UNDP's contribution towards management of the environment and climate change in Pakistan. This has involved examination of the individual UNDP projects in the programme, in particular their relevance, utility, and sustainability, and then the overall contribution of the programme to institutional strengthening to support regulatory frameworks and to mainstream environmental and climate change considerations in development sector plans and programmes.

The focus of the evaluation has been to determine whether or not the proposed outcomes have been achieved and how that process may have occurred, with clear articulation of the role and added-value of UNDP's involvement in administration and management of the programme. There has also been attention to understanding the degree to which effective sustainable partnerships have been developed and contribute to innovation and policy development related to management of the environment and climate change in Pakistan.

The outcome evaluation has been undertaken in a constructive and participatory manner, to allow opportunities for all project participants to contribute, fully informing the recommendations of the outcome evaluation, which will have a bearing on future UNDP programmes related to environment and climate change in Pakistan.

1.2 Scope of the Evaluation

The scope of the outcome evaluation is quite precisely defined in the ToRs for the assignment (see Annex 1), with a focus on 15 specific projects in the E&CC portfolio (selected during the inception phase; 3 of which are either just starting or have been stalled in start-up) and their specific contributions to the stated UNDP CPAP outcomes. This involved assessing the project-specific results which supported achievement of the performance indicators. This required an assessment of the design of the individual projects, as well as their actual progress in achievement of their own performance indicators. This, in turn, was based on triangulation of the details in project documents with the perceptions of the project participants and representative beneficiaries, and the perspectives of the two evaluators, based on their project design and implementation experience elsewhere. While recommendations were developed and took into account the stated needs and wishes of programme participants, the final outcome evaluation recommendations (see Section 5.2) rested with the two evaluators, based on their experience and judgment founded on previous projects and programmes that they have been involved with.

1.3 Methodology

1.3.1 Conceptual Framework

The conceptual framework of the outcome evaluation was taken by the evaluators to mean the defined focus of the evaluation process and the ethical principles to undertake it properly (based on the UNDP ethical guidelines for evaluation). These principles are articulated in the various UN standards and manuals, and include the following (with the consultants' interpretation of the various principles):

- Independence (the consultants undertook all discussions/meetings with project participants and beneficiaries without interference or “guidance” from third parties);
- Impartiality (the international consultant had no previous connections to the projects being examined, and entered the outcome evaluation without any pre-conceptions or biases; the national consultant was aware of most of the projects, having worked in the environment field previously, and had evaluated one of the projects previously);
- Transparency (the evaluation process was defined and discussed with all participants, and had no hidden agendas);
- Disclosure (starting points and perceptions of consultants were noted as they become apparent; first impressions during the outcome evaluation were provided to participants for verification and feedback);
- Ethical (all evaluation processes and forms of engagement were undertaken with respect, with time given to allow inputs from all participants, without critical commentary);
- Partnership (while the evaluation was undertaken by the evaluators, the project participants and beneficiaries were considered to be partners in a collaborative and constructive process that should help shape future initiatives);
- Competencies and capacities (the evaluators bring adequate experience and skills to the process to legitimize the evaluations observations and recommendations);
- Credibility (there has been a clear linkage between observations and evidence, anchored in the document review and participation of all stakeholders in the evaluation); and,
- Utility (the evaluation observations and recommendations serve a greater purpose shaping future programmes of a similar nature).

The focus of the outcome evaluation was very clear: to assess the relevance and actual progress of the various projects within the Environment and Climate Change Programme, and their specific contributions to the related CPAP outcomes. This required a clear understanding of the perspectives of the various stakeholder groups associated with each specific project (whether they designed the project, delivered it, administered activities, were trainees, were ultimate beneficiaries, whether donors, civil society, Government, etc.). In other words, the differences between the various groups needed to be properly understood, to accurately interpret their statements and observations, to properly document the relevance and progress of the projects in the programme portfolio. The evaluation questions could then be selected and framed to reflect the nature of engagement of each stakeholder group with the projects and the programmes, to maintain relevance of the evaluation dialogue at all times.

1.3.2 Evaluation Criteria and Questions

As noted in the Inception Report and agreed with the ERG, the outcome evaluation was expected to address the following:

- Evidence of actual progress towards achievement of outcomes;
- UNDP’s role in achievement of outcomes;
- Other external factors affecting achievement of outcomes;
- Relevance of project design (development needs in Pakistan in the designated sector and connection to policy and regulatory needs; alignment with UNDP’s CPAP);
- Use of lessons learned to design projects;
- The cohesiveness of the projects as a programme;
- Reality and effectiveness of partnerships and partnership strategies;
- Performance measurement (baselines and performance indicators, and actual measurement mechanisms);
- Evidence of innovation;

- Assumptions and risks/risk management strategies;
- Management efficiency (timeliness and expenditure control), and effectiveness (utility and practicality/uptake of project results);
- Contributions to cross-cutting themes (such as gender and poverty alleviation);
- Concepts and evidence of programme sustainability; and,
- Suggestions from stakeholders to be considered as possible recommendations from the Outcome Evaluation.

Much of the factual detail was extracted from project and programme documentation; all of this was then ground-truthed against the perceptions of the various stakeholder groups and the judgment of the evaluators.

The table below shows the matrix used to guide the questions and lines of discussion with each of the E&CC project/programme participant/stakeholder groups, as they were encountered or engaged. In addition to these specific lines of discussion, participants/stakeholders were given an opportunity to add any other details that they felt would contribute to the outcome evaluation process.

Table 1. Lines of discussion used during the outcome evaluation.

E&CC Project/Programme Participants/Stakeholders and Evaluation Lines of Discussion*
UNDP Pakistan (role: technical assistance, programme delivery mechanism, management oversight and reporting, M&E)
<ul style="list-style-type: none"> • Required level of effort with E&CC Programme; roles and responsibilities? • M&E protocol? • Main capacity-building challenges within E& CC Programme? • Capacity of private sector, civil society, Government agencies to design and implement E&CC projects (degree of institutionalization)? • Concrete evidence of capacity increase? • Challenges in providing adequate/ appropriate human resources for technical assistance? • Reporting and activity/expenditure accountability? • Linkages between E&CC initiatives (coherence of programme)? • UNDP involvement and effectiveness in other initiatives beyond the projects/programme (for example, national committees related to environment and climate change, donor meetings, etc.); UNDP “added- value”, including the 2009 Year of the Environment initiatives and support for Rio+20.
UNDP Asia Pacific Regional Centre (role: programme oversight; technical advice)
<ul style="list-style-type: none"> • M&E protocol? • Role in providing technical oversight? • Perceptions of programme successes and constraints?
Other UN Agencies (role: collaboration in project design and delivery; co-funding)
<ul style="list-style-type: none"> • Role in project/programme delivery? • Role in providing technical oversight? • Perceptions of programme successes and constraints? • Perceptions of UNDP’s “added value”?
Donors (role: funding accountability, oversight, M&E)
<ul style="list-style-type: none"> • Alignment with their development programmes? • Implementing M&E function?

E&CC Project/Programme Participants/Stakeholders and Evaluation Lines of Discussion*
<ul style="list-style-type: none"> • Government and community ownership of E&CC initiatives? • Perceived main capacity-building challenges? • Notions of sustainability of such initiatives? • Project/ donor coordination mechanisms?
E&CC Programme Management Team (role: decisions on projects, management and allocation of funds, provision of capacity-building, synergy between activities, related M&E, documentation)
<ul style="list-style-type: none"> • Staffing? • Operational procedures/ criteria for design and implementation of projects? • Capacity of government and civil society to handle funds and implement appropriate projects? • Challenges in M&E of projects? • Collection and dissemination of lessons learned? • Sustainability factors defined and promoted?
NGOs/CBOs; civil society (role: design and implementation of projects, recipient of coaching/ technical assistance, supporting local communities, accountability/ documentation of project results)
<ul style="list-style-type: none"> • Current environment and climate change priorities in their area? • Expectations of E&CC Programme? • What are their main capacity-building needs? • What are the main capacity-building needs of Government? • How has the E&CC Programme provided capacity-building support? • What project results have been achieved to date? • How will project activities be sustained after the funding stops? • How do they know their interventions will work? • Main success to date? • Main challenge or failure to date? • What are the gender aspects of their projects? • What new organizations or institutional processes have been supported by the project? • If they were to start again, what would they do differently? • How have they influenced the regulatory/policy process related to environment and climate change? • How do they report back to the E&CC Programme, and to the community?
Federal and Provincial Government departments (role: project design and planning; involvement in project activities and policy uptake)
<ul style="list-style-type: none"> • What is their understanding of the goal of the E&CC Programme? • What is their specific role in any particular project? • What do they believe are the most important environment and climate change needs in their area/sector? • What is required to sustain the project activities or services that they are providing within their project? • Were they involved in the design of the project? • Have they received any capacity-building support from the programme? • What are the main project results to date? • What new organizations or institutional processes have been supported by the project? • How do these improve environmental management and climate resilience? • How will project results be sustained? • How will they incorporate project results into future development planning?
Local Communities, Beneficiaries (role: involved in design of projects? implementation? primary beneficiaries of projects)

E&CC Project/Programme Participants/Stakeholders and Evaluation Lines of Discussion*
<ul style="list-style-type: none"> • What are the main environment and climate change risks in their area? • Were they involved in design of the project? • What is their specific role in the project? • What training have they received? • What has been achieved to date? • How will the project protect them from future environmental constraints and climate change events? • What has been the role of women in the project? • What new organizations or institutional processes have been supported by the project? • How will they sustain the project activities? • Would they do anything differently? Anything else they should have done?
Private Sector (role: collaboration in projects)
<ul style="list-style-type: none"> • Their understanding of the E&CC Programme? • What were the main criteria for their involvement in projects? • What reporting/ follow-up do they get from the E&CC Programme? • What do they feel are the main challenges in addressing environmental and climate change issues?
Independent Experts (role: technical oversight?)
<ul style="list-style-type: none"> • What is their specific role in the E&CC Programme projects? • Priority environment and CC needs in Pakistan?

* All stakeholders were asked, in general terms, to describe: their type of engagement with the E&CC projects/programme to date; has the E&CC Programme been meeting their expectations; the main successes to date; the main challenges to date; and, if they were to start again, what would they do differently?

1.3.3 Data Collection Methods and Analytical Approaches

The key to assessing and documenting each of the factors described above was to ask relevant questions of each of the E&CC Programme partners/participants/beneficiaries. They were, of course, expected to have different expectations, perspectives, and capacity reflecting their different roles in the programme, different exposure to the programme processes, and varying degrees of engagement. As such, the different questions and lines of discussion noted above helped extract stakeholder-specific information. Review of documents informed both the evaluation process (allowing questions and lines of discussion to be properly framed), and provided the platform for the evaluation conclusions and recommendations.

The evaluators compared the results described in the documents with observations from the field and from the various meetings and discussions with programme participants, in a process of verification and triangulation (coming at the evaluation conclusions from various directions to increase confidence in their accuracy). In addition to the meetings and discussions (and the field visit to Peshawar), the evaluators had individual and group meetings with UNDP staff. The original plan was to visit programme participants in Quetta, Karachi, and Chakwal, but security restrictions prevented travel to those locations, so instead representative programme participants came to Islamabad (many in Islamabad for other events), which effectively addressed those locations not visited.

All stakeholders were given an opportunity to comment on the constraints and successes of the E&CC Programme, and to propose what they think might have been (or could be) more effective alternatives, which were then considered in development of recommendations for future programmes. In doing this, the evaluators were sensitive to the positions and perspectives of all stakeholders. It was clarified that no specific individuals would have comments, observations, or criticisms attributed to them, to encourage their unconstrained

involvement in the evaluation process. All evaluator observations from the interviews and group discussions were triangulated (ground-truthed) by asking the same questions in several ways and verifying answers with information in documents and comments from other stakeholders. The evaluators' observations were therefore well-grounded in the facts of E&CC Programme progress to date, rather than just the perceptions of people who have been involved.

The ultimate measure of the relevance and effectiveness of the E&CC Programme would come from the beneficiaries (local communities), expressing clear evidence of change, such as improved environmental quality, sustainable livelihoods based on natural resources, and improved climate resilience, and reduced energy consumption. Direct access to such beneficiaries (in project settings) was not possible (due to security concerns, as noted above). Therefore, there was reliance on information from the civil society partners and Government, hopefully presenting clear examples of how beneficiaries have achieved the outcomes expected of the Programme. Previous evaluations also contained some specific examples of results at the beneficiary level (see Annex 6 for a list of all the documents reviewed). The list of people consulted during the outcome evaluation is shown in Annex 5

The initial document scan and Inception Report preparation period ran to March 25, followed by a brief review period by UNDP (to March 28). Meetings, consultations, and group discussions were undertaken between April 7 and 20. Preliminary evaluation observations were presented to UNDP on April 19. The draft report was submitted to UNDP on May 3 and consolidated comments from the ERG were received by the evaluators on May 22. After several reviews, a final draft of the report was completed on July 9. Annex 4 shows the evaluation schedule.

2. The Development Challenge for Environment and Climate Change in Pakistan

2.1 The Situation on the Ground

Pakistan's many environmental and climate change-related issues stem from the location and immense diversity of topography and landscape/weather complexes, overlain with a relatively large population (with high-density urban clusters, as well as many more dispersed rural communities dependent on a limited natural resource base), relatively environment-unfriendly industries, energy access problems, water quality and water access problems, and low rates of compliance with current environmental standards and regulations, many of these as a result of low institutional capacity for management and enforcement, further complicated by security concerns in some areas and natural disasters such as earthquakes. These all present significant challenges to development programmes that target improvement of the environment and response to climate change issues.

Pakistan is situated between the latitudes of 24° and 37° north and longitudes of 61° to 75° east, stretching over 1,600 kilometres from north to south and 885 kilometres from east to west, forming a rectangular mass covering about 880,000 square kilometres with a coastline of 1,046 kilometres. As noted above, due to its highly diverse physiographic and climatic conditions, Pakistan has been classified into 11 geographical, ten agro-ecological, and 9 major ecological zones. Pakistan lies on a steep incline, dropping sharply from almost 8,500 metres down to sea level within a distance of less 1,600 km. There are huge glacial reserves in the north of the country which melt and flow through the country, supplying more than 70% of the river flows. The glacial melt and the monsoon rains overlap in the three-month summer period, providing the irrigation water needed for the arid country, but also dangerously raising the risk of flash floods in the rivers. The dense population base which resides in the flood plains increases the country's vulnerability to climate-related events. Climate change in Pakistan is evident in the increasing rate of glacier melt and in the increasing unpredictability of the monsoons. For

example, according to a recent ICIMOD report, the country's vast glacial area (covering about 15,000 square km and comprising of about 5,000 glaciers) is in rapid retreat, having accelerated by 23% in the last decade. For example, there is a high number of glacial lakes forming in the north (about 2,500), with increased downstream water outflows. Fifty-two of these lakes are categorized as "potentially dangerous", because of the risk of glacial lake outburst flood (GLOF).

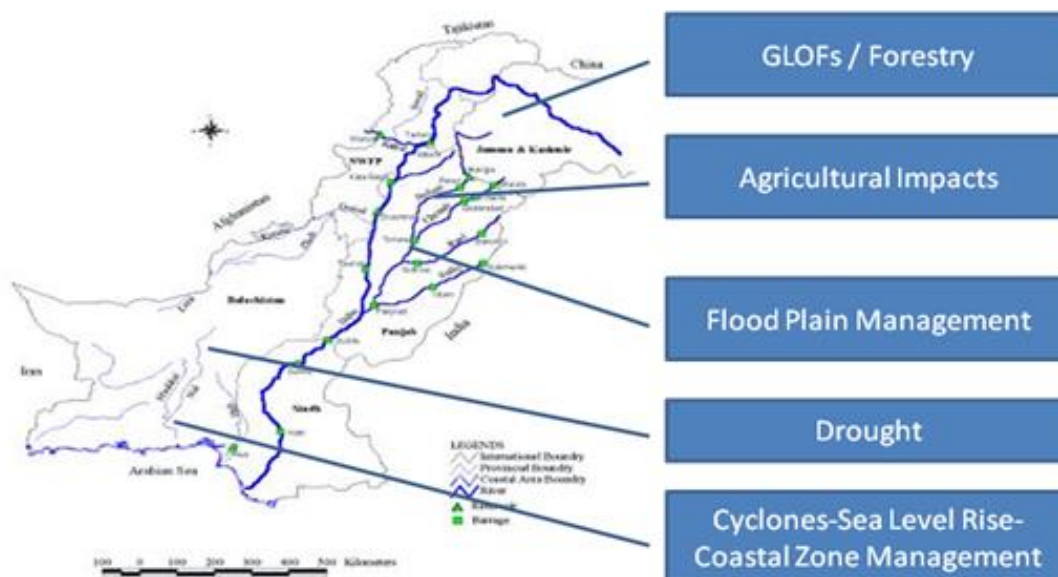
Twenty-four percent of Pakistan's total area is cultivated, with 80% of this area irrigated by water flowing through the glacier-fed rivers of the country (primarily the Indus River; which feeds the largest contiguous irrigation system in the world). Forests and grazing lands cover about 4% of the country, and around 31% of the area of Pakistan is unfit for agriculture, due to large patches of waterlogged and saline lands. As noted previously, the existing physiographic make-up of the country and now the increased impacts of climate variability are affecting almost all the sectors of the country, particularly water resources, energy, health, forestry, biodiversity, and agricultural productivity; all this compounded by an ever-increasing population. Figure 1 shows an overview of the geographical spread of climate vulnerability issues.

While being on the receiving end of climate impacts, Pakistan is one of the lowest contributors to GHG emissions. At present, Pakistan contributes 0.8 per cent of the total global GHG emissions and ranks 135th globally on a per-capita basis. Although Pakistan's per capita energy consumption and cumulative CO₂ emissions are extremely low, the CO₂ emissions per unit of energy consumption are relatively high. Pakistan's total GHG emissions were 310 million tons of CO₂ equivalents (MtCDE) in 2008. These emissions comprised carbon dioxide (54%), methane (36%), nitrous oxide (9%), carbon monoxide (1%) and Non-Methane Volatile Organic Compounds (0.3%).

In terms of sectoral distribution, the energy sector (including transport) is the most significant contributor to GHG emissions in Pakistan, totaling 157 million tonnes CO₂ in 2007-08, which accounts for over 51% of the country's total emissions. Other sectors include agriculture and livestock (39%), industrial processes (6%), land use/land use change/forestry (3%), and wastes (1%). Thus, almost 90% of Pakistan's GHG emissions come from the energy and agriculture-livestock sectors. Although the emissions in the land use/land use change/forestry sector comprise a small percentage of the total, it is an issue of concern, as Pakistan has an extremely low forest cover (4.8%) which is coupled with a high rate of deforestation (about 0.2 - 0.4 % per annum).

The National Sustainable Development Strategy (2012) notes that climate change very strongly impinges on future planning for sustainable development in Pakistan. It poses a major threat to food, water, and energy security in the country. In addition, the coastal and marine environment, dryland ecosystems, the agriculture and livestock sector, forests and biodiversity, and health are other areas that will be seriously affected as accelerated melting of glaciers, increased frequency of cyclonic storm surges, tropical disease epidemics, flash floods, droughts and variable monsoons define a challenging future reality for Pakistan, added to the ongoing issues for the environment that have not been linked to climate variability at all. The estimated cost of Pakistan facing and adapting to future climate impacts ranges from US\$ 6 billion to US\$ 14 billion annually over the next 40 years. This scenario reinforces the need for accurate information for future planning and the criticality of having a large suite of adaptation interventions that can respond to the site-specific challenges throughout Pakistan, as well as an institutional structure and set of processes that can plan accordingly and deliver interventions effectively, with real local government and community uptake and ownership.

Figure 1. The diversity of climate vulnerability in Pakistan.



2.2 Policy and Strategy Context

The National Economic and Environmental Development Study (NEEDS, 2011) recounts that Pakistan has responded to the overall environmental challenge by enacting several pieces of legislation and policy initiatives aimed at incorporating environmental concerns into mainstream development planning. This policy response is embedded in the PEPA (1997) Act, with the PEPC being the apex decision-making body. The associated implementation frameworks consisting of the Ministry of Environment (now Ministry of Climate Change, with Amendment 18) and the EPAs at the federal and provincial levels have been formalized through the National Environment Policy (2005); the Provinces now need their own EPA acts. In addition, Pakistan has approved an array of environment-related policies, including: National Forest Policy (Draft); National Energy Conservation Policy (2006); National Renewable Energy Policy (2006); and the Policy for Development of Renewable Energy for Power Generation (2006).

Pakistan signed the United Nations Framework Convention on Climate Change (UNFCCC) as a Non-Annex I Party in June 1994. The country subsequently adopted the Kyoto Protocol in 1997 and acceded to it on 11th January 2005. As a follow-up to these international commitments, the country has undertaken climate-related studies, including the ALGAS study, the UNEP country study on adaptation, the first National Communication on Climate Change (submitted in 1999) and the recently compiled high level report called the Task Force Report on Climate Change (2008). In this respect, the country announced and implemented the CDM Operational Strategy (2005) as a signal for its entry into the global carbon market and has recently formulated the National Policy on Climate Change (2012). A National Action Plan for the Climate Change is under preparation. Similarly, an adaptation program (National Climate Change Adaptation Programme), with a comprehensive approach to dealing with climate change in general, and adaptation in particular, is in presently under development.

The climate change policy is expected to integrate with the national development and environmental priorities which are outlined in the Vision 2030, as well as the Medium Term

Development Framework (2005-2010) documents. Climate change was also considered, as a focused chapter, in the Peoples Development Plan (2010-2015).

A Cabinet Committee on Climate Change was formulated in 1995 to provide a policy coordination forum for dealing with climate change. This was later changed, in 2004, to the Prime Minister's Committee on Climate Change, which also aimed for establishing a high level inter-ministerial linkage and proved to be effective in initiating the country's entry into the global carbon market. Also, the autonomous Global Change Impact Studies Centre (GCISC) was established to act as the secretariat of the PM Committee on Climate Change, and to conduct primary scientific research on impacts and adaptation to climate change. The PM Committee on Climate Change has, however, suffered a lack of continuity, which needs to be addressed, as there is considerable merit in reactivating and using it to act as a forum for integrating climate change into mainstream policy-making.

The Asia-Pacific Human Development Report, "One Planet to Share" (2012) states that the consequences of climate change have already been evident in terms of increased frequency and intensity of climate-induced natural disasters. The impact is higher on the poor and vulnerable, who have contributed the least to global warming. The region was disproportionately hit in terms of natural disasters: 45% of the world's natural disasters in the last three decades occurred in the Asia-Pacific region. The region was also disproportionately hit in terms of economic losses; although it accounted for 25% of the world's GDP, it suffered 42% of the total economic losses from such disasters. Unlike the developed countries of today, the Asia-Pacific region does not have the option to 'grow now and clean up later', in view of the already accumulated huge amount of greenhouse gases in the atmosphere. In fact, the region can further accelerate the accumulation of GHGs because of its large size and rapid economic growth in recent decades. Between 2005 and 2030, compared with an estimated average world increase in energy demand of 1.5 per cent, the rate in Asia and the Pacific is expected to be 2.4% per year. Against this backdrop, the region has to follow a different growth path, using energy-efficient technologies, cleaner sources of energy, and reducing the carbon intensity of output more rapidly in the future.

The report states that simultaneous action on both adaptation and mitigation is required for building resilient societies in Asia and the Pacific. Technology, finance, knowledge and cooperation are required for leveraging these opportunities. Lower-carbon technologies will be instrumental to help adapt production processes to stabilize emissions, sequester carbon better, and improve the quality of rural and urban lives by supporting resilience.

The devolution process (Constitutional Amendment 18, April 19, 2010) has been an additional compounding factor in implementing the environmental and climate change policies and strategies in Pakistan, according to many evaluation participants, with many implications for environmental mandates, coordination, and action on-the-ground. Among other things, the amendment intended to empower the country's provinces by re-asserting provincial jurisdiction over such sectors as health, education, and environment. Although the 17 federal ministries targeted for devolution have been transferred to the provinces, and the provinces defend their absorption of increased powers, provincial officials often lack the capacity to take on the new mandates (they state this themselves).

2.3 Previous Related Development Initiatives

There has actually been quite a long history of development initiatives related to the environment in Pakistan, with large donor and IFI support (for example, CIDA and the World

Bank, and Asian Development Bank) and International NGOs (such as IUCN and WWF), starting in the 1990s, if not before. UNDP has been positioned in this area as well, since at least the late 1990s. The First UNDP Country Cooperation Framework (1998-2003) (CCF) established *poverty eradication* as the over-arching objective for UNDP support in the period. This was to be addressed through three programme areas: governance, gender, and sustainable livelihoods. This latter programme area focused primarily on addressing environmental degradation. In this context, the CCF addressed the poverty and environment nexus at two levels. First, at the local level, it provide for interventions that responded to the needs of the community, particularly its disadvantaged members. Secondly, at the global level, it expected to support interventions that addressed global environmental concerns in the Pakistani context. The CCF strategy was to address environmental issues from non-core funds (targeting a mobilization of almost US\$ 21 million).

In the period up to 2005, the following projects comprised the main environment portfolio for what was the called the UNDP Environment and Energy Unit, with an overall proposed outcome as follows, “the principles of environmentally sustainable development integrated into country policies, plans, programmes, projects and practices”:

- Area Development Programme Balochistan;
- Balochistan Species Habitat Project;
- Bio-Saline Project;
- Drought Relief Assistance Project;
- Fuel Efficiency in Road Transport Sector;
- GEF/Small Grants Programme;
- Institutional Strengthening Project - MP Phase II;
- Kasur Tanneries Pollution Control Project;
- Lachi Poverty Reduction Project;
- Local Initiative Facility for Urban Environment;
- Mountain Areas Conservancy Project;
- National Environmental Action Plan - Support Programme;
- Pakistan Wetlands; and,
- POPS - Enabling Activities

It can be seen that many of these projects were precursors to the current projects in the Environment and Climate Change Programme. By 2008, UNDP was shaping its global presence and interventions to better position for climate change management, and the guidance was supposed to inform country offices to gear up for the post-2012 framework period (“Climate Change at UNDP: Scaling Up to Meet the Challenge”, 2008). The strategy set direction to support the efforts of developing countries and vulnerable groups for scaling up mitigation and adaptation action to successfully meet the climate change challenge and to achieve the MDGs in the context of a changing climate. UNDP was to set up policy change and capacity development services on climate change to enable developing countries and vulnerable groups to achieve this objective, along six key dimensions:

- Promote tighter linkages from assessment, upstream policy and institutional change activities to investment and financing of solutions, in the following areas:
 - *Assessment*: Analysis of the impacts of climate change and of responses available to address them in various economic sectors, in a manner that does not slow down, but rather fosters socio-economic development;

- *Policy setting and capacity development:* Assistance in developing and implementing the necessary institutional and regulatory/market-based frameworks to promote direct investments to address climate change;
- *Financing of solutions:* Assistance in making informed investment decisions and in assessing/accessing/structuring additional sources of finance.
- Complement efforts at the national level by facilitating action at the provincial, municipal and community levels.
- Balance the emphasis placed on adaptation and mitigation.
- Diversify the funding sources that countries can access and enable them to effectively combine and sequence the different sources. Notably, UNDP was to help countries combine/sequence GEF resources for policy change with new sources (Carbon Finance, Payments for Ecosystem Services, REDD; insurance schemes, etc) for policy implementation.
- Broaden public-private partnerships with the private sector, and engage new actors such as the Associations of Regions and Municipalities on Climate Change.
- Mainstream Climate Change into core development processes, reaching out to non-environment sectors.

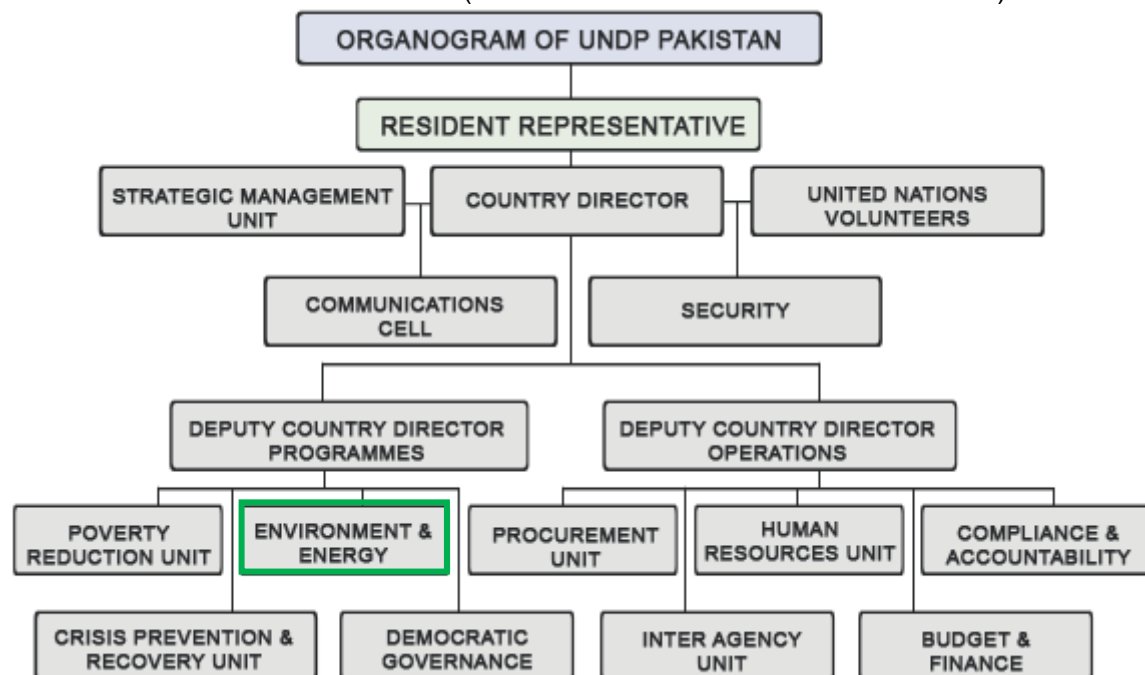
These previous programmes and UNDP guidance set the context for the current Environment and Climate Change Programme (the subject of this outcome evaluation).

3. UNDP Response and Challenges

3.1 UNDP Structure in Pakistan

The information is taken from the current UNDP website and expresses the current structure and thematic emphasis of UNDP in Pakistan. Figure 2 shows the UNDP structure (note that the Environment and Energy Unit is now the Environment and Climate Change Unit; as of 2010).

Figure 2. Structure of UNDP Pakistan (from the current UNDP Pakistan website).



The focus areas of UNDP's work in Pakistan are:

Poverty Reduction

UNDP helps improve the living conditions of the poor and disadvantaged through policy advice and program implementation. It strengthens research capacities at the federal and provincial level to track poverty expenditures and formulate pro-poor policies and programmes. It helps the government to establish systems to monitor and report on the Millennium Development Goals. The community-based programmes increase employment and livelihood opportunities through increasing the social capital of the poor to optimally utilize their physical, financial and human resources. Dedicated programmes target disadvantaged women to enhance their income and employable skills to reduce gender disparity and reduce poverty.

Over the last couple of years, humanitarian, relief and recovery efforts dominated the agrarian landscape of Pakistan. Amidst emerging priorities, the UNDP program realigned its support to provide immediate livelihoods support to over 4,000 households through provision of agricultural inputs. With over 22,000 hectares of land brought under cultivation in both flood and non-flood areas of Punjab in 2010 alone, these initiatives will serve as key platforms for the design and implementation of UNDP's early recovery efforts in Pakistan.

Democratic Governance

UNDP helps governance institutions at the federal, provincial and district levels, including the Parliament become strong and credible to enable them to respond better to the needs of Pakistani citizens. Public services at the local levels are improved by UNDP's efforts to support devolution, police reforms, and better community access to quality public services such as health and education.

UNDP Pakistan has supported governing institutions through support to community mobilization and formation of Community Citizen Boards and participatory approaches in local development. UNDP has supported national elections through the creation of IT systems and systematic training to electoral personnel to enhance the capacities of the Election Commission of Pakistan. For the first time in the history of Pakistan, a Women Parliamentary Caucus has been formed to advocate for gender-related issues. This Caucus has representation from across party lines.

Crisis Prevention and Recovery

UNDP deals with humanitarian crisis and natural disasters. It monitors emergency situations and has undertaken recovery activities in natural disasters such as draughts, floods and earthquakes. UNDP undertook a comprehensive early recovery response to the 2005 earthquake, helping restore and strengthen governing institutions to respond to the disaster and formulate disaster risk management plans. In order to respond to the IDP crisis, UNDP is executing a programme focusing on building and maintaining peace in Malakand division through various governance, livelihoods and disaster management related interventions. In response to the floods of 2010, UNDP has been undertaking a programme across 29 districts of Pakistan to help people rebuild their lives. Through the Early Recovery Programme, UNDP is restoring livelihoods, building basic and critical community infrastructure and strengthening local institutions for disaster response and recovery. In responding to these disasters and crises, UNDP works closely with the National, Provincial and District Disaster Management Authorities for strengthening, capacity building and risk reduction response systems throughout Pakistan.

Environment & Climate Change

UNDP offers policy advice to the government on environmental issues while engaging civil society and communities to address these issues at the grassroots level. Core areas of interventions include natural resources management, urban development, biodiversity and climate change. UNDP has supported the formulation of the National Climate Change Policy and initiated the first-ever UNFCCC Adaptation Fund project. In support of sustainable development in this sector, UNDP Pakistan has played key roles in the formulation of the National Policies on Climate Change, Forests and Wetlands. The agency has involved communities in environmental management and introduced energy-efficient housing technologies in communities. At the community level, UNDP has supported sustainable conservation initiatives contributing to the well being of the community, such as trophy hunting where the proceeds go towards projects that are essential for the development of the area (note that the statements here are the subject of the evaluation; below).

Gender is a cross-cutting theme, threaded through all four units of UNDP as appropriate.

3.2 Current UNDP Environment and Climate Change Programme

The background information for the outcome evaluation in the Terms of Reference for the evaluators provides details on the UNDP Environment and Climate Change Programme. The programme is centred in the Environment and Climate Change (E&CC) Unit at UNDP, and, for the period being examined (2009-2012), comprises 20 different initiatives (15 of which are addressed by the outcome evaluation). These are listed in Table 2.

Table 2. Projects in the UNDP Environment and Climate Change Programme, with those examined in the outcome evaluation flagged**.

E&CC Project
**1. Protection and Management of Pakistan Wetlands Project – Full Phase
**2. CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan
**3. Conservation of Balochistan Junipers through Community Participation
**4. Sustainable Development of Utility Scale Wind Power Production (Phase I)
**5. SLMP - Sustainable Land Management to Combat Desertification in Pakistan
**6. Establishment of National Environmental Information Management System
**7. One UN Joint Programme on Environment
**8. PEECH- Reducing Pressure on Forest Resources and CO ₂ Emissions through Provision and Promotion of Housing Technologies
**9. PURE – Productive Use of Renewable Energy
**10. BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling
**11. Pakistan Sustainable Transport Project
**12. GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan
**13. Mountain and Markets – Biodiversity and Business in Northern Pakistan. (Follow-up project of MACP)
14. GEF/SGP Fifth Operational Phase of the GEF Small Grant Programme in Pakistan
15. Early Recover Programme (Environment and Climate Change Programme intervention under ER):
15.1 Promote alternate energy in the selected flood affected areas of KPK, Punjab and Sindh to enhance socio-economic resilience of the local community and improved livelihoods
15.2 Restoration of communities' energy needs through provision of subsidized and alternate energy in selected flood affected areas.
15.3 Early Recovery in 4 Most Severely Affected Districts in Sindh Province by 2011 Floods through Global Environment Facility Small Grants Programme (GEF -SGP)
**16. Institutional Strengthening for Phase out of Ozone Depleting Substances
**17. Mass Awareness for Water Conservation & Development (MAWCD) Project
18. POPs Project

The overall mandate of the E&CC Programme is to work on improving environmental management through capacity building of environmental institutions, mainstreaming environment into the development processes, implementing innovative solutions for meeting challenges posed by climate change and sustainable use of natural resources, as well as related advocacy. These themes and the outcome indicators are noted in the following CPAP proposed outcomes:

(2009-2010)

1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis:

- 1.1 Environmental issues integrated in Ten Year Plan and PRSP.
- 1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).
- 1.3 Forest cover from 4.8% to 5.2%.

(2011-2012)

1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.

1.1 Number of action plans developed and implemented.

1.2 Number of new environmental initiatives undertaken.

2. Environment mainstreamed across the development sector plans and programmes.

2.1 Number of development programmes with environmental interventions incorporated.

2.2 Number and type of livelihood programmes addressing climate change issues at the local level.

We note the shift from fairly precise and ambitious numerical and synoptic environmental outcome targets in the 2009-2010 programme to less specific (no identified numerical targets for outcomes, although they are stated for outputs) indicators for the 2011-2012 programme, which has implications for the expectations of outcome achievements. The box below shows the context for the current E&CC programme, with a focus on strengthening environmental governance in Pakistan (from CPAP 2011-2012).

Strengthening Environmental Governance

4.13. The response of Pakistan to the growing environmental degradation depends largely on enhanced technical and institutional capacities to implement the national policies dealing with the environment, energy and climate change. UNDP has provided significant assistance to policy formulation and on-the-ground solutions for better environmental management and will focus on bringing coherence to these efforts, in partnership with other United Nations agencies. The capacities of national institutions and civil society organizations will be developed to implement regulatory frameworks through community-led interventions. These interventions will contribute to achieving the national targets for the MDGs and respond to Pakistan's commitments under various global conventions and protocols.

4.14. Environmental bodies at the federal and provincial levels will be engaged to mainstream environment and climate change in national development plans and programmes. Targeted and interlinked projects will be implemented to strengthen local institutions for natural resources management, energy efficiency, enhancing access to alternate energy sources, developing climate change policy and carrying out community based adaptation and mitigation measures and mainstreaming of environment in post-disasters early recovery programmes. Best practices in integrated natural resource management will be scaled up through local communities in diverse eco-regions of the country.

A first scan of the project portfolio (the 20 noted above; see Annex 2 for details on donors, schedules, and budgets) indicates the following spread and emphasis of environment and climate change categories (not reflecting project value or duration, at this point):

- 6 projects pertaining to protection and management of critical habitats and species;
- 4 projects addressing alternative energy sources and energy efficiency;
- 3 projects concerned with pollution abatement/management;
- 3 projects dealing with flood recovery (some of these cross over to other themes)
- 2 projects pertaining to information management and coordination of initiatives;
- 1 project addressing climate change implications; and,
- 1 project concerned with water conservation.

Clearly the emphasis has been on habitat management and pollution control, as well as energy systems. Climate change *per se* has received less attention, it seems.

3.3 Future Plans

Clearly, there will be ongoing project activity from the current portfolio until at least 2016. In addition, much of the pipeline and workload of the E&CC Unit is already defined. Table 3 shows the possible programme portfolio, based on the identified pipeline projects.

Table 3. Pipeline projects for the E&CC Unit.

Name of Project	Donor(s)	Amount (US\$ million)	Period	Geographic Focus
Biodiversity and Ecosystems				
Sustainable Forest Management Project	GEF and UNDP	12.0	2014 – 2018 (4 years)	Khyber-Pakhtunkhwa and Gilgit-Baltistan
Flow Monitoring for Flood Forecasting in the Kunar/Chitral River Project	US State Department	0.2	December 2012 – November 2013	Afghanistan and Pakistan (KP)
Trans-boundary Management of the Arabian Sea Large Marine Ecosystem Project	GEF and UNDP	9.0	2014 – 2018 (4 years)	Several countries (Pakistan, Iran, Yemen, Somalia etc.)
Climate Change Adaptation				
Sustainable Land Management to Combat Desertification in Pakistan (Phase-II)	GEF and UNDP	5.47	2014 – 2019 (5 years)	National (all 4 provinces)
Climate Change Adaptation through Appropriate Transfer of Technology: Upgrading Indigenous Production System in the Mountains of Pakistan	SCCF and UNDP	3.0	January 2014 – December 2017	TBD
Climate Change Adaptation in Arid and Semi-Arid Areas of Pakistan	SCCF and UNDP	4.0	January 2014 – December 2017	TBD
Integrated Natural Resources Management to Mitigate Climate Change Impacts in the Watershed Areas of Pakistan	SCCF and UNDP	4.0	January 2014 – December 2017	TBD
Applying Ecosystem-based Adaptation (EbA) to Climate Change for Disaster Risk Management (DRM)	SCCF and UNDP	6.0	June 2014 – May 2018	TBD
National Climate Change Adaptation Programme	MDTF	TBD	TBD	TBD

Chemicals (including Ozone Depleting Substances)				
Institutional Strengthening of Montreal Protocol Project (Phases VII)	Multilateral Fund for the implementation of the Montreal Protocol	0.224	April 2013 – March 2015	Sindh and Punjab
Comprehensive Reduction and Elimination of Persistent Organic Pollutants (POPs) in Pakistan Project	GEF and UNDP	5.1	August 2012 – August 2013	Sindh and Punjab
Institutional Strengthening and Capacity Development				
Generating Global Benefits from Improved Decision Making and Local Planning in Pakistan Project	GEF and UNDP	0.9	November 2013 – October 2016	Islamabad

In August 2012, the UNDP E&CC Unit started a process of “strategic repositioning” (of which this outcome evaluation is part). The main points from the repositioning process, as articulated in August 2012, are noted below. The intention is to re-position UNDP as a major “mover and shaker” on the environment and climate change scene of Pakistan, to make strategic investments which bring optimal value added for Pakistan, and to create a “niche” for the E&CCU, through the development and effective delivery of innovative projects/programmes, which attracts resources and respect by key stakeholders.

The main programmatic focus from now onwards is suggested to be on the following two overarching themes:

1. Climate Change Adaptation and Mitigation (with more focus on adaptation)
2. Energy (includes clean, low carbon, renewable energy etc.).

“Human Security” would be a cross-cutting theme given its well documented nexus with Climate Change and Energy. The new Strategic Focus is proposed to be:

1. Supporting the development of large national/sub-national programmes on Climate Change, Clean Energy etc.
2. Building capacities and implementing programmes at the sub-national level
3. Mainstreaming our key themes in the agendas and programmes of non-traditional donors and development organizations

This will involve: broadening the support base for environment and climate change/UNDP agenda in Pakistan (Advocacy); managing present E&CCU portfolio more ably and with better outcomes/outputs (Project Management); learning lessons from our past work (Knowledge Management); developing a more imaginative portfolio with some new partners (Programme and Project Development); and, delivering at least US\$ 10 million each year (Resource Mobilization and Efficient Utilization).

The strategic repositioning of the UNDP E&CC Programme followed the first description of the One UN Programme, Phase II (in 2011). This did not explicitly include either environment or climate change. Instead, the agreed strategic priorities for Phase 2 of the One UN Programme that could include any E&CC initiatives were sustainable livelihoods and resilience to disasters, as noted in the One UN II document, shown below.

Table 4. One UN II strategic priorities (2013-2017), with E&CC alignment indicated.

1. Vulnerable and marginalized populations have equitable access and use of quality services;
2. Inclusive economic growth through the development of sustainable livelihoods
3. Increased national resilience to disasters, crises and external shocks;
4. Strengthened governance and social cohesion;
5. Gender Equality and Social Justice; and
6. Food and nutrition security for the most vulnerable groups.
2. Inclusive economic growth through the development of sustainable livelihoods
Outcomes
2.1 Creation of employment opportunities & decent work through industry, construction, services, vocational/skill training, agricultural & cultural development, as well as promoting youth employment & public-private partnerships
2.2 Industrial development, both urban & rural, emphasizing SME / SMI development, women's participation, clean development & sustainable energy supply & use at affordable cost
2.3 Equitable & fair trade promotion enhanced
2.4 Key causes & consequences of population growth addressed
3. Increased national resilience to disasters, crises and external shocks
Outcomes
3.1 National, provincial & district capacities to prevent, assess, reduce & manage risks are developed
3.2 Vulnerable populations benefit from improved sustainable environmental management practices, including climate change mitigation & adaptation
3.3 Vulnerable populations benefit from improved prevention, risk reduction & response (mitigation), and are assisted to reach development goals including MDG targets
3.4 Country policies, plans & institutions are enabled to prevent & manage narcotics trafficking-related challenges

4. Contribution to Results

In all the sub-sections of Section 4, the evaluators present their observations in two tiers, as follows:

- first, the individual projects that make up the E&CC Programme are examined and evidence is presented with regard to the evaluation criteria (the “unpacking” and segregation of the individual projects, requested of the evaluators; see project-specific analyses in Annex 2 for the different contributions to CPAP outcomes); and,
- secondly, the programme trend (the collective effect of project delivery) is examined with regard to relevance and utility, achievement of outcomes, efficiency, the degree of partnerships and potential sustainability, and cross-cutting themes; this includes a comparison of projects within the programme, to extract lessons that then inform the evaluation recommendations.

4.1 Programme Relevance and Utility

Programme relevance refers to the best possible match between the delivery of coordinated projects by UNDP and the needs in Pakistan, as they pertain to improving environmental quality, reducing GHGs, and increasing resilience to climate change, with these being properly embedded in policies and taken up by local governments and communities in a sustainable manner (all this mostly to be reflected in project design). Furthermore, in a strategic programmatic approach, the collective of project delivery would address geographical needs in a well-distributed manner, target a range of critical stakeholders, and ensure some optimal distribution of initiatives across the spectrum of issues (such as mitigation, adaptation, water access, habitat degradation, etc.). Here we assess the relevance and utility of each of the 15 projects under consideration, separately, then consider the collective relevance and utility of all

of them, as a “programme”, using the criteria described above (see Annex 2 for project-specific assessments).

Relevance and utility are critical factors that need to be addressed in project design; i.e., the design needs to properly anticipate specific needs (environmental and climate change related) at various levels in the stakeholder spectrum and with practical application and benefits apparent and readily taken up (utility). We can summarize how the individual projects have rated for relevance and utility as follows:

Protection and Management of Pakistan Wetlands Project – Full Phase: The project has addressed an important habitat management issue in Pakistan (for biodiversity conservation) and has engaged all the relevant stakeholders (with broad geographic distribution), so it has certainly been relevant. Utility has possibly been constrained by lack of attention to the sustainability of community engagement and self-financing for effective wetlands management, which would need to be backed up with enforcement of regulations (which is lacking).

CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan: The project design was sound, and focused on national and international obligations related to habitats and biodiversity conservation. It correctly addressed the poverty/environment “nexus” and sought the engagement of communities in conservation practices, with some attention to access to credit, so it was very relevant. As with some other projects in the E&CC Programme, utility has been constrained by the risk of lack of sustainability. In this case, the CHAS project may have created, through the project delivery process, too much dependence of the participants on the project; obtaining benefits without their full sharing of effort and required investments.

Conservation of Balochistan Junipers through Community Participation: By all accounts, the project design seems to have considered most of the ground realities of the juniper forest degradation problem, and focused on realistic initiatives to address them, engaging the right stakeholders, so this project has been both very relevant and has some lingering utility (subject to the sustainability of the community initiatives).

Sustainable Development of Utility Scale Wind Power Production (Phase I): The project design was certainly relevant, as it dealt with a critical energy issue and recognized the real potential of wind power, with a focus on creating both the information and enabling environment for investment. It should have had utility, given the focus on demonstrations and facilitation of investment, but seems to have faltered, with no obvious uptake by the private sector.

SLMP - Sustainable Land Management to Combat Desertification in Pakistan: This project has been completely responsive to the critical needs for land management, with wide engagement of stakeholders all over Pakistan, and development of pilots that have clear benefits for local communities, so it has been both relevant and with high utility.

Establishment of National Environmental Information Management System: The project design was certainly relevant in addressing the need for better information management and dissemination, but it has stumbled, with poor direction and engagement from all those who actually may have useful environmental information to analyze and share. As a result, in its current form, it may have limited utility.

One UN Joint Programme on Environment: The JP on Environment addressed policy development, as well as engagement of local government and communities, in applications that

have addressed the full spectrum of environmental issues in Pakistan, so it has been extremely relevant and maintains high utility for a broad range of stakeholders. It is, in effect, a small model of an E&CC Programme.

PEECH- Reducing Pressure on Forest Resources and CO₂ Emissions through Provision and Promotion of Housing Technologies: This project is very relevant, practical, and sharply focused on applications that will provide benefits to households, local communities, and small businesses, while bringing energy conservation into play. The project is likely to maintain utility because of its wide penetration into the communities involved in the project.

PURE – Productive Use of Renewable Energy: Conceptually, the project design is appropriate and certainly relevant, but perhaps has not adequately anticipated local community practices and institutional issues, and expected slow uptake of innovation by local communities, so its utility remains in question.

BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling: This project is certainly relevant, given its focus on support to policies and standards that will encourage production and consumer use of more energy efficient appliances. Although still struggling with full review and uptake of the standards and certification process, it should have good utility to both appliance producers and consumers.

Pakistan Sustainable Transport Project: Developing and implementing the concepts of rapid transit systems in urban areas, and examining the fuel efficiency of the trucking sector are important initiatives, and relevant. The utility of this project will depend very much on the actual implementation, progress achieved, and evidence of changes in energy consumption that can be directly linked to the project.

GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan: Given the concern for the large number of glacier lakes in northern Pakistan and the increasing rate of glacier melting, any initiative that will map the risks and address them with very practical adaptation measures, which can be replicated elsewhere, is relevant. Given the project design, if this project is completed successfully, it should have good utility throughout northern Pakistan (but, it is too early to tell, as the project is still in early stages).

Mountain and Markets – Biodiversity and Business in Northern Pakistan. (Follow-up project of MACP): As a follow-up to MACP, with a mix of conservation approaches and business initiatives, the project appears to be relevant to the needs in northern Pakistan. However, one wonders what lessons have been learned from MACP, and other social forestry projects in the area. Its eventual utility will depend very much on the reality of revenue generation from the various initiatives and community uptake (still to be seen, as the project is only just starting).

Institutional Strengthening for Phase out of Ozone Depleting Substances: The project is relevant and has utility, since it addresses Pakistan's obligations related to the Montreal Protocol.

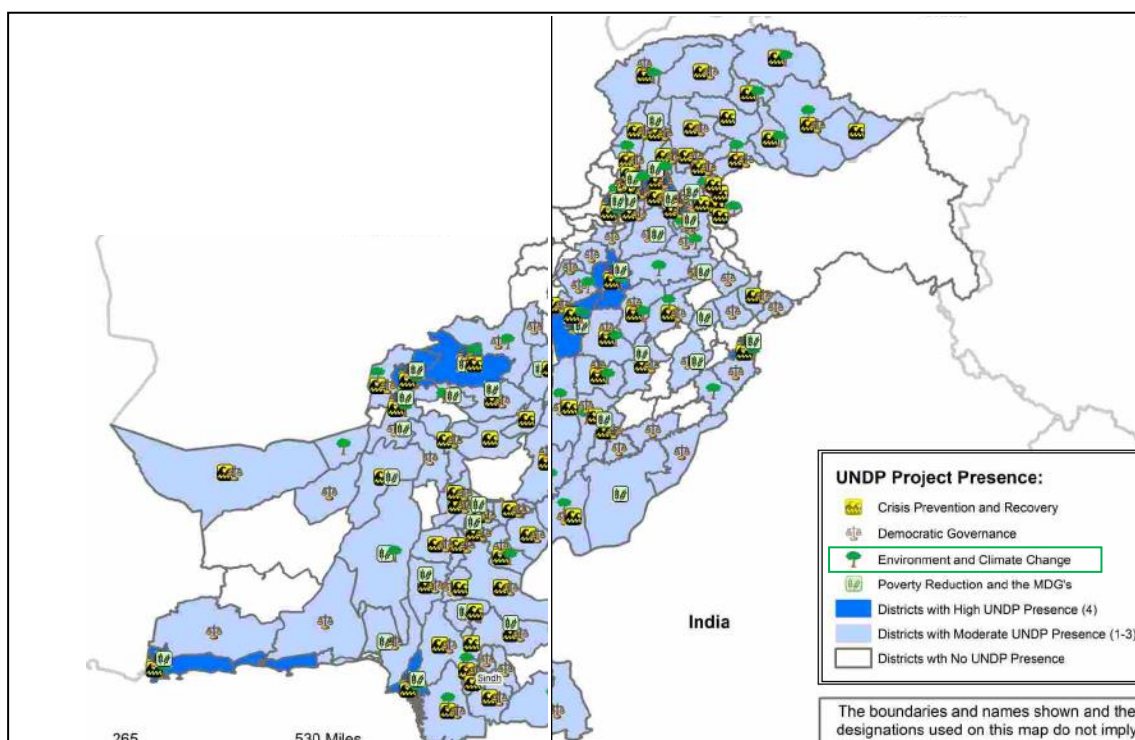
Mass Awareness for Water Conservation & Development (MAWCD) Project: The project reflected the priority that is given to water conservation and accessibility, so it was relevant. However, awareness-raising projects are often challenged with regard to utility, unless there is clear development of practical options for water conservation that can be taken up by all stakeholders, with effective pricing and policy support. MAWCD seems to have experienced this problem.

Given the fact that the projects in the E&CC Programme were already in the pipeline or underway by 2009 (the beginning of the period covered by the outcome evaluation), it is unlikely that they were developed according to a strategic vision of the E&CC Programme and positioned to fill either geographic or thematic gaps. They are in fact a “bundle” of projects that reflect the funding sources and conditionalities evident in the purpose of the different GEF categories (such as land degradation, biodiversity, etc.) and the Adaptation Fund.

Having said that, the projects in the E&CC Programme were/are *all* relevant (ranging from just “relevant” to “extremely relevant”, depending on the severity of the issues being addressed). None of them were “off-the-mark” in terms of addressing their thematic purpose, and the collective project (programme) design is therefore certainly relevant to prevailing environment and climate change needs in Pakistan and engaging stakeholders at all levels (and in many locations; see Figure 3). The projects have also had traction with policy development, awareness-raising, on-the-ground demonstrations, and development of various innovations within demonstration or pilot activities.

Their collective utility is mostly evident in the UNDP programme maintaining the E&CC profile in Pakistan, keeping a very broad range of stakeholders mobilized, but full uptake and replication of specific approaches in the various projects is still a concern, which limits the potential utility of the programme. In the judgment of the evaluators, of the 12 projects that are sufficiently underway (or completed), only five at this point have a clear enduring utility that reflects both the project design and the actual progress achieved. The other seven seem to be more compromised in their potential utility, due to the projects having created certain project dependencies (delivering services, benefits, and revenues, without full engagement of the end-beneficiaries). This may reduce the chance of sustainability of action at the local government and community levels.

Figure 3. Geographic distribution of UNDP Environment and Climate Change projects (at the end of 2011; from the UNDP Annual Report).



4.2 Effectiveness in Contributing to Achievement of Outcomes

As noted previously, it is apparent that the CPAP outcome statements and indicators (see Section 3.2) were not directly based on the projects that were already in the programme, nor on the projects in the pipeline. Instead, they appear to have been framed to capture, in the 2009-2010 period, potential project contributions to the national development planning process and expected changes in forest cover and reduction in GHG emissions (but very difficult to measure in any case, let alone attribute to individual projects). Then, in 2011-2012, there seems to have been an attempt to create a more explicit linkage between project results and environmental governing institutions, regulatory frameworks, and sector development programmes and plans, which, unlike the 2009-2010 period, was explicit about environmental governance and planning processes, to which more projects could apparently respond.

Given that projects may not have informed the CPAP outcome statements and indicators, and the proposed CPAP outcomes may not have been used to actually select and develop projects, the challenge remains in reconciling project results to expected outcomes. This essentially means looking for a “fit” between project results and expected outcomes, requiring some liberal interpretation of both the expected outcomes and the nature of project results. This is what the evaluators have done with each of the 15 projects: filtered through the results of each of these projects and lined up results with each of the seven indicator statements over the four-year period (see Annex 2 for the detailed results of this process).

In doing this, it was noted that ambiguity and redundancy in the outcome performance indicators presented a challenge to matching up project results to outcomes: for example, “action plans ... implemented”, “environmental initiatives undertaken”, and “development programmes with environmental interventions incorporated”. In these three cases, it is explicit that environment is the theme, and some kind of action/initiative/ intervention is expected to be “implemented”, or “undertaken”, or “incorporated”. These all could mean the same thing: that better environmental management is put into effect. The problem with this lack of specificity in stating performance indicators is that linkages of projects to programmes do remain obscure, and accountability for project performance is more challenging than necessary.

In any case, the evaluators have assessed the effectiveness of the projects in contributing to achievement of proposed CPAP outcomes, given these limitations. The detailed assessment is shown in Annex 2 (including a narrative assessment, as well as a simple scoring of whether or not contributions were made to achievement of outcomes; it is important to examine the details in the outcome table in Annex 2, to see the specific evidence associated with each project). The main conclusions, regarding the contributions of the projects to the CPAP outcomes, are summarized below.

Protection and Management of Pakistan Wetlands Project – Full Phase: This has been a long and ambitious project that was implemented in a programmatic manner that did not have sustainability of all outputs factored in from the beginning. While awareness of the importance of wetlands appears to have been raised in Pakistan, the actual uptake of effective management plans and sustainability, with full community engagement, appear to still be elusive, or at least patchy. There have been contributions to policy development, which is positive, but again the residual issue is how to activate policies on the ground. The project can be classified as correct in its theme and general approach (design generally OK), but only moderately successful in achieving sustainable results.

CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan: This project seems to have been fairly well-conceived and implemented, with an appropriate focus on a wide range of stakeholders, and introduction of some innovations that apparently have been sustained. There do not appear to have been any serious flaws, in either design or implementation, although there is a lingering concern about long-term sustainability of the initiative.

Conservation of Balochistan Junipers through Community Participation: This project was generally well-conceived and involved with the right set of stakeholders, addressing an important habitat issue. It has been somewhat complicated by other initiatives in the same area, so accountability for results is a bit obscure. The potential sustainability of specific initiatives is still a concern, as the juniper forest is a critical natural resource base for local communities, and very practical alternative sources of energy and income need to be readily available to reduce pressure on the forest.

Sustainable Development of Utility Scale Wind Power Production (Phase I): This project was certainly addressing a critical need (energy supply gap) and with a realistic and available renewable energy source. It also was correctly focused on site-specific technology testing and creating an enabling environment for private sector uptake. However, the project seems to have not quite gone far enough with the initiative, perhaps due to lack of time, or possibly institutional lack of capacity. As a result, wind power in Pakistan has not developed as planned. This project can be rated as conceptually sound, but lacking in sustained results and uptake.

SLMP - Sustainable Land Management to Combat Desertification in Pakistan: This project can be rated as relatively successful in addressing an important issue pervasive in Pakistan (land degradation), and engaging the required range of stakeholders, with an emphasis on location-specific issue identification (in many areas) and trial innovations with good community engagement. It is understood that a Phase 2 is on its way, which will help solidify gains from the first phase.

Establishment of National Environmental Information Management System: While needed (better environmental information management and dissemination), the project has not been successful, as the local capacity and willingness to work on detailed data collection and organization, and then feed that into a functional system, has never really been evident. There was general agreement amongst participants that the project has fallen short of its original objectives.

One UN Joint Programme on Environment: This “project” has covered many important elements (policy development, extensive consultations, engagement of federal and provincial stakeholders), and has supported community and provincial implementation of projects that address the full spectrum of environmental issues in Pakistan. It is not entirely clear that it was actually conceived from the beginning to do all this, but it is nevertheless apparently successful in hitting just about everything in the environment sphere, relatively well.

PEECH- Reducing Pressure on Forest Resources and CO₂ Emissions through Provision and Promotion of Housing Technologies: This project has a sharp focus (geographically and thematically) and has very clear practical applications that apparently have reached a large number of stakeholders. There has been good engagement with on-the-ground initiatives and work on creating enabling environments for technology uptake (policies, guidelines, and financing mechanisms). The project seems to be quite well-managed and well-documented.

PURE – Productive Use of Renewable Energy: This project remained somewhat obscure for the evaluators, as there are apparently some issues being resolved between UNDP and the Implementing Partner (AEDB). The main difficulty seems to lie with the abilities/ capacities of the Implementing Partner. In any case, what may have been well-conceived in design did not come to fruition, apparently.

BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling: There was a conceptually sound design for this project and progress seems to have been quite good. However, perhaps some of the critical assumptions regarding all required institutions being in place, to put full effect to the project, have been too sanguine (for example, the need for accredited laboratories was not correctly anticipated by the project).

Pakistan Sustainable Transport Project: This project seems to be addressing a critical sector, in terms of potential for energy conservation, but there has been no progress yet, so an assessment cannot be made.

GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan: This project has a fairly sharp focus on climate change adaptation, but it is off to a slow start, due to some weather issues, limited access to participating communities, and some sorting out of institutional responsibilities during the period of devolution of environmental management to the provinces.

Mountain and Markets – Biodiversity and Business in Northern Pakistan. (Follow-up project of MACP): Conclusions on this project cannot be made, as it is not yet underway. The project seems to have levered off the MACP, but some concerns have been expressed that all the lessons from the evaluation of that previous project may not have been incorporated in this current project.

Institutional Strengthening for Phase out of Ozone Depleting Substances: This is an acceptable project that is addressing the obligatory steps in the Montreal Protocol, with some sound achievements, but there are also the usual challenges in changing industry practices and regulating/enforcing those.

Mass Awareness for Water Conservation & Development (MAWCD) Project: It is difficult to rate this project, as it essentially did what it planned to do (massive awareness-raising), but the concept of awareness-raising without due attention to the fundamental driving factors in poor water conservation (such as poor policies, distorted pricing, poor water quality, etc.) has been weak.

Although not all projects would be expected to have contributed to the CPAP outcomes over the full four-year period (some starting early and some starting later), it is possible to rank each of the projects in terms of their actual contributions to all seven outcome indicators (recognizing that the projects are not strictly statistically comparable to each other, given their different sizes, timeframes, and budgets). For example, some projects actually contributed to all seven indicators, even though they spanned two CPAP periods, and some projects missed altogether. When tallying up the positive and negative contributions, the following ranking can be noted (the most “contributory” projects at the top going down to those which did not respond well to the outcome indicators at the bottom; just the twelve projects that have enough progress in hand to be considered):

1. One UN Joint Programme on Environment

2. PEECH- Reducing Pressure on Forest Resources and CO₂ Emissions through Provision and Promotion of Housing Technologies
3. BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling
4. Conservation of Balochistan Junipers through Community Participation
5. SLMP - Sustainable Land Management to Combat Desertification in Pakistan
6. Protection and Management of Pakistan Wetlands Project – Full Phase
7. CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan
8. Institutional Strengthening for Phase out of Ozone Depleting Substances
9. Sustainable Development of Utility Scale Wind Power Production (Phase I)
10. PURE – Productive Use of Renewable Energy
11. Mass Awareness for Water Conservation & Development (MAWCD) Project
12. Establishment of National Environmental Information Management System

What distinguishes high-contributing projects from low-contributing projects within the CPAP frame? For the One UN JPE, it is mainly the fact that it has operated as a mini-programme and addressed a wide range of issues and engaged a wide range of stakeholders at various levels. More important, though, is the effort that has gone into development of strategies and policies (the National Climate Change Policy, for example), which are directly responsive to the CPAP outcomes. For the top seven projects in the ranking above, the common positive factors are successful engagements with the targeted stakeholders and production of guidelines, application tools, standards, and such, that (in theory) will continue to be used for either achieving energy efficiency or improved habitats upon which local communities depend. There is a short and visible/tangible linkage between the projects and the social and economic benefits that should accrue to local communities.

The ozone project (#8) is being responsive to its continuing mandate and very focused, but doesn't have broad application to most Pakistanis and does not obviously affect the quality of their lives. The four projects near the bottom are characterized by an inability to turn the project outputs (whether standards or guidelines or enabling policies) into sustained action leading to improved environmental quality on-the-ground. They seem to have been constrained by the lack of institutional capacity to push the projects into "change"; more a factor linked to the capabilities and procedures of the project partners than a design problem *per se*.

When we look at the outcomes the other way – how many projects actually contributed to each of the seven proposed outcomes expressed over the four-year period – it is apparent that the original outcome indicator (2009-2010) that sought contributions to the development plan and poverty strategy was responded to most frequently, in the sense that at least eleven projects have developed policies, guidelines, standards, etc. that should be well aligned with any official development and poverty strategies in Pakistan. Similarly, most of the twelve "performing" projects have good alignment with the 2011-2012 outcome indicators, producing environmental action plans, initiatives, and interventions. Five of the projects have addressed local climate change issues (in the 2011-2012 period). The two indicators in the 2009-2010 period that reflect expected changes in forest cover and reduction of GHG emissions were the least addressed (given their very specific and ambitious numerical targets), with only 3-4 projects perhaps making some "un-measurable" contribution.

As noted previously, the various degrees of alignment of projects with outcome indicators reflect mostly the nature of the performance indicators, rather than the quality of the projects. Most of the projects in their own right were well-situated within environment and climate change issues

(in their original concepts and designs) and at least 2/3 of them actually performed well enough to allow the evaluators to confidently say that they were effective contributors to improved environmental management in Pakistan, an outcome that is very important and worthy of UNDP support, no matter how the outcome indicators are worded.

4.3 Programme Delivery Efficiency

Delivery efficiency refers to implementation of projects and delivery of activities and results with optimal use of time, human resources, and project funds. Efficiency depends very much on the common understanding of project design, objectives, and modalities amongst all project partners (especially the Implementing Partner and UNDP), and all partners having up-to-date information on project progress. With any deficiency in these characteristics of delivery efficiency, there is a risk of “wheel-spinning”, as PMUs have constant recurring costs and activities don’t actually get defined and delivered at the rate expected initially. A concern is whether or not the PMUs bring critical added-value in the delivery of projects. They can get caught up in defining their own internal structures and processes.

With UNDP programmes, the most frequently used measure of delivery efficiency in the ROAR reports is percentage expenditure of the overall project budget (compared to targets over time). This is often expressed at the macro-level, which lumps the activity budgets (line item expenditures), management overheads, and UNDP fees together. This level of expenditure reporting does not allow the specific assignment of expenditures to activities or outputs. Furthermore, it is even more difficult to assign a “cost” to production of outcomes, which are less easily defined and depend on many external factors for their full development. As a result, the true cost of undertaking activities or producing capacity change is not known (precluding “value-for-money” assessment, which requires examination of the actual cost of literally thousands of project activities and outputs)¹. Furthermore, many of the project-specific APRs also do this: present expenditures for sub-components, but without assignment of the specific costs of training, events, or capacity-building exercises and production of outputs. The evaluators have access to the ROAR reports and the APRs, but have not had adequate assignment time to examine detailed budget and expenditure reconciliations for 15 projects over the last 4-5 years. Therefore, the evaluators have had to use the ROAR expenditure reports as a “proxy” of project delivery efficiency².

As noted above, delivery efficiency is very much dependent on the capabilities of the Implementing Partners. With NIM (National Implementation Modality), this means all projects in the E&CC Programme are (or have been) housed in and delivered by Project Management Units (PMUs) in Government agencies (or other agencies/institutions that serve the needs of Government). UNDP is not supposed to be directly involved in the implementation process. Instead, UNDP is supposed to provide a role as a broker/facilitator, in guiding the project design phase and securing funding (mostly GEF at the moment), and then as a partner in the Project

¹ Cost-effectiveness analysis requires clear attribution of skill development and explicit capacity change to specific project results, with expenditures directly associated with those results. Most project progress reports do not have all this information lined up. For example, number of people trained, uptake of new skills in their jobs, production of documents that can serve as tools for initiatives beyond the project, development of regulations and policies, etc. all have capacity change value, but one needs to know whether these outcome-level results cost \$10,000 or \$100,000 in order to determine if the investments and results are cost-effective. Expenditure reports tend to show line items (staff fees, travel, etc.), which does not allow results-specific expenditure analysis.

² This limitation was discussed during the Inception Meeting in March and further clarified with UNDP on the first day of the outcome evaluation in Islamabad. Following from the footnote above, it was made clear that the 2-3 weeks of effort that would be required to analyze 4-5 years of individual project expenditure data to determine “value-for-money” for all project outputs is not possible within the evaluators’ assignment budget, and might not yield the desired results in any case, depending on how expenditures are reported.

Steering Committee (PSC), in which progress is reviewed, accountability and reporting is clarified, and issues of procurement, project locations, pacing, etc. are discussed (and hopefully sorted out). Delivery efficiency therefore sits mostly with the Government Implementing Partner, and the management skills, competencies, procedures, immunity from political interference, etc. become key factors in defining the efficiency in project delivery. This is beyond UNDP's control. Often, inefficiency results in requests for more time to complete projects, which then places more demands on the management/administrative line items in the project budget (including the need for UNDP to administer and monitor beyond the original planned time frame and project budget).

Given this background, the evaluators have looked at the macro-level expenditure reports, which serve as a proxy for the degree of project delivery. These have been examined in the context of expenditure trends over the last ten years and have been reconciled to the human resources and functions required of UNDP. This is discussed below. Note that the expenditure data provided to the evaluators have come from at least two sources (GEF and UNDP Country Office), and the figures do not all match up, either in totals or in project-specific expenditures to date (and the reason for this remains unclear to the evaluators). As a result, the individual tables have to be interpreted one-by-one, to determine overall trends regarding project delivery efficiency.

Table 5 shows the E&CC Programme expenditure trend since 2004. There has been a 2.36x increase in programme expenditures between 2004 and 2012, yet the evaluators understand that the staffing levels (currently Chief of the E&CC Unit, two programme officers, two programme assistants, and two other staff helping as needed) have not change significantly over that time. This must place additional burdens on the staff, who are expected to administer the projects, prepare progress reports (for various donors), contribute to UNDP internal processes and reporting, and participate in monitoring and evaluation of all the projects (all UNDP staff consulted during the evaluation referred to the very heavy workload in the E&CC Programme). It has been suggested that the project workload is more a function of the number of projects, rather than the total value of the Programme portfolio (there were 9 projects active in the E&CC Programme in 2008 and 14 active in 2012). Furthermore, larger projects (with bigger budgets) generally have more activities, M&E requirements, and communication and reporting obligations, which create a corresponding increasing workload for UNDP staff, especially during the formative stage.

Tables 6-8 show three measures of project expenditures in 2012. The first has been provided by UNDP (in the 2012 ROAR). Tables 7 and 8 have been provided to the evaluators by the UNDP GEF office. Ten of the 16 projects noted in Table 6 (the POPs project and JPC4 are excluded from this analysis, due to their extremely low annual budgets) apparently had quite acceptable expenditure rates (above 80% of the planned annual budget), whereas four hovered around 60-70%, and the other two were poor performers, at 23-33%. One of these (the Wind project) was in its final stage, but apparently has been challenged in its efforts to complete, whereas the other (the PakSTran Project) is in its formative stage, trying to get underway. While the latter scenario is quite common (delays in getting underway), usually projects that are well underway (the former scenario) have little budget left – clearly the Wind project was stuck in some aspect of project delivery and completion.

The One UN I JP Environment had the largest annual project budget in 2012; all of this was spent and apparently a lot was achieved, suggesting a high level of delivery efficiency. On the other hand, the GLOF project, with an annual budget of \$1.1 million in 2012, had an expenditure

rate of 90%, but there is concern that not much has actually been delivered in this early phase, despite relatively high expenditures. Lack of delivery efficiency is developing as a concern here.

Table 5. E&CC Programme expenditure trend since 2004.

Programme expenditure in US\$	
2013	270,343
2012	6,930,485
2011	6,402,565
2010	5,973,509
2009	6,417,729
2008	4,834,825
2007	3,430,294
2006	4,817,872
2005	3,590,083
2004	2,933,118
<i>Cumulative</i>	45,600,823

Table 6. 2012 UNDP E&CC Programme expenditures (projects with at least 80% expenditure of the 2012 budget are highlighted).

PROJECT MONITORING STATUS (projects selected in the IWP are shown in bold)

Project ID	Project	Budget	Expenditure	%	Le
00014125	ECC-Global Convention - POPs	\$1,001		0%	
00035060	ECC-Habitats & Species	\$219,073	\$156,526	71%	
00042851	ECC-Pak Wetlands Programme	\$241,358	\$238,427	99%	
00042992	ECC-Pak Wetlands Programme	\$900,478	\$846,067	94%	
00047688	ECC-Juniper Forest Ecosystem	\$149,849	\$148,479	99%	
00051009	ECC-Wind Energy Project	\$174,088	\$39,908	23%	
00053047	ECC-Sustainable Land Managemnt	\$525,116	\$518,976	99%	
00057708	ECC-Mass Awareness for Water	\$13,500	\$12,820	95%	
00059469	Promotion of Efficient Cooking	\$340,857	\$195,511	57%	
00070243	ECC-ONE UN JP Env (JPC-1)	\$905,541	\$836,624	92%	
00070244	ECC-One UN Programme - JPC4	\$2,453	\$205	8%	
00071448	ECC-Productive Use of RE	\$287,085	\$184,376	64%	
00071989	ECC-BRESEL	\$224,485	\$132,495	59%	
00072719	Environment Info System	\$607,364	\$491,090	81%	
00072773	ECC-Pak Sustainable Transport	\$250,000	\$81,997	33%	
00072988	ECC-Montreal Protocol	\$143,134	\$138,047	96%	
00077650	ECC-Glacier Lake Outburst proj	\$1,111,583	\$1,003,286	90%	
00079571	ECC-One UN JP Environment-3	\$1,896,801	\$1,905,651	100%	

Table 7. UNDP Country Office fees received for GEF projects 2008-2012 (as a proxy for project funds flowing through on a semi-annual basis).

		UNDP CO Fees Received (\$ 000's; tied to project expenditure levels): GEF Funds (top 3 contributions are highlighted)										
Theme	Primary Proj ID	01-06 2008	07-12 2008	01-06 2009	07-12 2009	01-06 2010	07-12 2010	01-06 2011	07-12 2011	01-06 2012	07-12 2012	Total
BD	PWP	10.89	-	7.80	-	13.58	-	10.23	-	1.12	-	43.62
BD	CHAS	4.52	-	4.04	-	1.36	-	-	-	-	-	9.92
CC	Wind Proj	46.17	-	19.14	-	11.02	-	6.99	-	10.86	-	94.18 (#1)
BD	Junipers	17.99	-	5.32	-	6.96	-	3.51	-	0.78	-	34.56
LD	SLMP	28.08	-	0.46	-	3.64	-	11.87	-	14.94	-	58.99 (#3)
CC	PEECH	-	-	14.00	-	0.75	-	3.41	-	3.40	-	21.56
CC	BRESL	-	-	-	-	12.08	-	3.41	-	2.24	-	17.73
CC	PURE	-	-	-	14.00	0.01	-	-	-	2.24	-	16.25
CC	PakSTran	-	-	-	-	-	-	-	59.40	0.47	-	59.87 (#2)
BD	Mtn/Mkt	-	-	-	-	-	-	-	-	-	21.82	21.82
	(\$ 000's)	107.65	-	50.77	14.00	49.39	-	39.42	59.40	36.05	21.82	378.5
% of highest fee period		100	0	47	13	46	0	37	55	33	20	
Total Annual CO Fees Received (\$ 000's)		2008	107.65	2009	64.77	2010	49.39	2011	98.82	2012	57.87	378.5
% of highest fee year		100		60		46		92		54		

Table 8. Cumulative GEF project expenditures to 2011 and % project budget delivery in 2012 (note that two projects remain unidentified to the evaluators, who have been unable to match up the project IDs to project titles).

Primary Proj ID	Date of IA Approval	IA Approved Amount	Cumulative expenditure up to December 2011	PBB as of December 2011	2012 GL exp (as of 26 Mar13)	2012 Budget	2012 Delivery
Junipers	10/9/2006	975,000	954,607.47	20,392.53	19,275.07	20,171.31	96%
PWP	4/12/2005	2,991,350	2,749,991.05	241,358.95	238,426.75	241,358.32	99%
CHAS	1/14/2004	767,000	766,645.39	354.61	(187.00)	366.07	-51%
PEECH	1/2/2009	975,000	676,780.16	298,219.84	96,906.92	214,124.00	45%
SLMP	1/22/2008	2,000,000	1,467,842.39	532,157.61	366,080.88	380,597.08	96%
BRESL	7/2/2009	650,000	202,459.24	447,540.76	132,494.51	224,484.61	59%
PURE	9/2/2009	950,000	102,041.27	847,958.73	116,259.70	215,085.00	54%
PakSTran	6/20/2011	4,800,000	25,438.83	4,774,561.17	35,129.25	205,000.00	17%
Mtn/Mkt	9/3/2012	1,793,182	-	1,793,182.00	-	15,000.00	0%
00079343	11/16/2012	2,777,778	-	2,777,778.00	98,533.81	782,485.00	13%

Primary Proj ID	Date of IA Approval	IA Approved Amount	Cumulative expenditure up to December 2011	PBB as of December 2011	2012 GL exp (as of 26 Mar13)	2012 Budget	2012 Delivery
(?)							
00083293 (?)	10/24/2012	75,000	-	75,000.00	-	10,000.00	0%
Wind Proj	12/29/2005	3,100,000	2,915,695.54	184,304.46	23,419.42	174,088.39	13%
Total		21,854,310	9,861,501.34	11,992,808.66	1,126,339.31	2,482,759.78	45%

Table 7 reflects several trends in the project and temporal variability in flow-through funding. Three projects contributed 56% of the CO fees for GEF projects; seven others made up the rest of the fees. It is apparent in the ratio analysis (comparing the fees in each semi-annual period to the base period in 2008), that project delivery, as reflected in expenditures, has been very sporadic, with a dip to 60% of 2008 fees in 2009, and then even more so in 2010 (to 46% of the fees received in 2008). In 2011, project fund flow-through picked up, and fees were 92% of the 2008 amount. In 2012, the fees dropped down to 54% of the 2008 level. The latter case reflects the fact that only 45% of the annual budget for GEF projects in 2012 could be disbursed, in turn reflecting mostly the challenges with project wind-up and project start-up (referred to previously), both of which are reducing the project delivery efficiency, as management overheads remain relatively constant, despite the rate of delivery. The projects that have been the most constrained by PMU issues and start-up, and therefore increasingly losing (or lost) their opportunity for delivery efficiency, based on the very limited expenditure analysis above and discussions with project partners and participants (see Annex 2 table details), appear to be:

- Sustainable Development of Utility Scale Wind Power Production (Phase I);
- Establishment of National Environmental Information Management System;
- PURE – Productive Use of Renewable Energy;
- Pakistan Sustainable Transport Project; and,
- GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan.

Note that much more detailed analysis of the management overhead costs as a percentage of the total expenditures to date and total budget would be required to confirm the exact inefficiencies of these projects. However, the common factor for all of these projects is the establishment of PMUs within Government institutions (whether ministries or boards). Positioning of PMUs, sorting out staffing, and government procedures in Pakistan continue to bring relatively high overheads to project delivery, and UNDP gets drawn into these issues to some extent. This is explored further below, from the point of view of both UNDP and the Implementing Partners.

A key question to ask is *how* the identified initiatives in Environment and Climate Change would have been delivered if UNDP were *not* operational in Pakistan. This helps isolate UNDP's critical role in defining opportunities, designing projects, and facilitating their implementation. To a large extent, most of the projects in the E&CC Programme have flowed from country allotments from GEF for Pakistan, and have been developed because of UNDP's detailed understanding of the environment and climate change "sector" (if it can be called that), its ongoing facilitation of the E&CC dialogue in Pakistan and the collective knowledge that the E&CC Unit management brings to the dialogue. In this role, UNDP has served as a "broker"

and has been able to effectively match up the funding opportunities with the critical needs (the high degree of relevance of the projects attests to this; see Section 4.1), and has then facilitated the selection of the Implementing Partners for the projects (which is where UNDP then starts to lose control over efficiency factors). If UNDP were not operational in Pakistan in this manner, the GEF projects, at least, would probably not have been effectively brought into play, as other UN agencies perhaps do not have the specific mandate and alignment to operate with the projects in the E&CC Programme. As well, national institutions or international NGOs would not have been able to access these funding opportunities directly, and Government partners would not have been able to generate all the required information, maintain the persistence required of the application process, and management of the project formulation phase. Clearly, UNDP has played an indispensable role in getting the GEF projects, at least, up and running.

All of the tasks identified above require a lot of time and human resources. It is apparent to the evaluators that UNDP is possibly overwhelmed with the project portfolio (providing necessary technical support, submitting the required progress reports, and getting involved in procedures required of the PSCs; note that all UNDP staff consulted referred to being pressured by the project workload). In addition to the project portfolio, staff, of course, have to engage in UNDP internal business and maintain the institutional relationships, much of which has a travel component (for example, during the actual evaluation period in April, at any one time, there were at least two UNDP E&CC Programme staff members travelling for various reasons; i.e., not available in the office for evaluation activities). This pace of activity may prevent UNDP E&CC staff from having full technical engagement with the projects and staying on top of project achievements and issues in a timely manner (which would be apparent through more frequent Monitoring and Evaluation; M&E). The concern is that both UNDP and the Implementing Partners may not have enough absorptive capacity to maintain all these functions and ensure increased efficiency in project delivery.

According to accounts from project partners and participants, a significant drag on project delivery efficiency has been the requirement for both UNDP and the Economic Affairs Division (EAD) to get caught up in decisions and approvals around project procurement, which means National Project Directors (NPDs) and National Project Managers (NPMs) are unable to maintain a fast pace with management decisions. This particular situation is a form of micro-management that reflects the fact that the NIM form is operating as a *hybrid* between full NIM and the previous UNDP direct implementation mode (DEX), and therefore not benefitting from the positive features of both those modalities of project delivery. The evaluators understand that the NIM modality is currently being discussed with EAD and there may be changes to the PCom that defines project modality and decision-making processes (good).

There also appears to be some slightly tense dynamic between NPDs and NPMs, with the former making the project decisions (subject to the hybrid NIM observations noted above), but not necessarily having the technical knowledge to do that (coming from the Establishment Cadre; the bureaucrats). NPDs also seem to have a fairly high turn-over rate, and the lack of continuity in this position is another reason for delays. The NPMs sometimes feel constrained in this relationship; they would like more scope for technical decisions. This dynamic between the NPDs and the NPMs, it has been suggested, also leads to some people who are *not* the most likely to benefit from training opportunities within projects being recommended for training (this is a universal problem throughout the UNDP system). A further observation within the current NIM delivery process is that sometimes the promised co-funding (on the Government side) does not come through, or is delayed, which results in severely compromised project activities and less chance of uptake and sustainability (one example that was mentioned to the evaluators was the establishment of a project office that then had no funds to actually undertake anything).

Several project participants noted that the design and formulation phase for some projects is as long as 2-3 years, during which time the original assumptions (which tend to get locked into ProDocs and such) have changed, and time is lost in re-jigging project delivery to suit the new operational context for projects (for example, the PakSTran project, in which the Lahore component was pre-empted by another rapid transit initiative in Lahore that started before the PakSTran project was even underway).

Other external factors that constrained project delivery efficiency, which were noted by many project partners and participants, were as follows:

- ongoing security concerns that prevented travel to project sites;
- weather limiting access to project sites (although this can be addressed in good project design); and,
- the devolution issue (Amendment 18 shift of powers from the Federal to the Provincial Governments); this was a key factor, apparently, in delayed start-up of projects in the 2010-2011 period, as the Provinces re-interpreted their role and needs within projects that had not really been explicitly designed for them, and the Federal Government was reluctant to give up elements of projects that reflected the pre-Amendment 18 period.

A final comment can be made regarding the M&E function of UNDP, which is a critical aspect of project delivery efficiency. UNDP is responsible for maintaining an account of progress within projects (with progress reports coming from the Implementing Partners, backed up by occasional field trips). These need to be reported to the donors and GEF. Furthermore, UNDP is accountable itself to the overall UNDP system and maintains annual ROARs (Results Oriented Annual Reports) and presumably provides inputs to One UN Programme reports. These document results project-by-project, but then also roll up project results to the outcome level statements that are found in the CPAP. The difficulty with the ROARs is that there is no accurate statement of a “baseline” for the outcome condition; for example, what exactly might be the state of environmental policies and the extent to which they are taken up, or not, before the collective of project implementation for the year. They tend to be incremental accounts of what projects have achieved and use information from previous ROARs to build up the “case”. It is never quite clear what exactly changed in a given year (unless the ROARs from several years are compared, and then the format has changed from year-to-year). The focus is on activities and rates of expenditure.

The point being made here is that the concept of a starting point, or baseline, that can be expressed in numerical terms or in clear qualitative terms, and the notion of descriptors of change, that can be associated with specific projects, remain elusive in the ROARs. Therefore, the actual *change in capacity* that would be expected with the E&CC Programme remains somewhat obscure; at least open to interpretation. The same is true of most of the APRs produced by individual projects: they do not always reconcile the results of project activities to a baseline or starting condition, so that the actual change in capacity of project participants (and therefore increased chance of project sustainability) is more often than not assumed, rather than actually measured.

4.4 Status and Effectiveness of Partnerships, Degree of Ownership, Sustainability of Outcomes, and Potential for Replication

All projects should design for effective partnerships, which then increase the degree of ownership, which in turn should stimulate sustainability (if there is true interest in project activities and the benefits are relatively clear and immediate). Any project activity or result that brings benefits and is able to sustain itself will be an obvious candidate for replication. This is

the thread through this sub-section, which addresses the post-project scenario. These factors are examined for each project below, much of which is drawn from the observations in the individual project evaluation reports (footnoted). Overall conclusions on partnerships and sustainability at the programme level are then presented.

Protection and Management of Pakistan Wetlands Project – Full Phase: With this project, the Government of Pakistan, provincial, AJK and NAs governments were not expected to contribute in cash or even in-kind. As a result, participation, ownership and institutional strengthening of key wetland related agencies remained weak. Furthermore, the participation in and ownership of PWP by the key organizations, including the wildlife, fisheries and irrigation agencies varied. Comparatively, it was better in NWFP, followed by AJK and Sindh, and has been lacking in Punjab and Balochistan. Sustainability of the wetland initiative is therefore challenged, as it depends on ownership, involvement, and the institutional capacities of the agencies responsible for management of wetland resources and ongoing generation of financial resources. Most of these elements are weak so far, although there has been some revenue generation in some areas, which apparently provides alternative income to replace lost income from fishing restrictions (for example, crafts and ecotourism in the Salt Range). The inability of PWP to generate additional co-funding has put at risk the completion of the Project as originally planned. The planned financial advisory sub-committee of the PSC to establish mechanisms for long-term financial sustainability was not set up.

The assumption that the decentralized system of governance will be responsible for the management of wetlands did not really hold true. Two management plans seem to be operational, one in Balochistan is patchy, and one is not functional at all. Some of the positions, including the positions of RPDs, were expected to be funded from a Federal or Provincial Government capacity-building project, but this did not happen, which reflected the risk in creating conditionality with other projects. Thus, a critical gap in management of the wetland complexes appeared, which has not yet been filled³. There is some community representation on Area Coordination Committees, which apparently also sit on Provincial Wetlands Committees, but their relationship to the PWP management plan implementation is obscure. On a positive note, PWP has helped to maintain a connection to RAMSAR.

CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan: A general concern is that limited progress has been made towards establishing an overall system for habitat conservation in Balochistan that will be sustainable and replicable without outside assistance. Nevertheless, the project team has done well in terms of establishing, explaining and promoting the project concept among the diverse stakeholders. The formulation process did take several years before operations began, and it seems that design aspects, such as costs and salary scales, could have been adjusted at intervals during the project's life (better adaptive management). Also, several projects could have been implemented together within a common program framework to achieve greater impact. However, with the long project design phase and delayed start-up, building linkages between projects/programs in the same focal area seems to have been difficult, due to different implementation stages of projects that should have been complementary, but in practice were difficult to synchronize⁴. The Project introduced some innovative ideas, such as the development of community-based reptile conservation and trade, although this is still not successful, due to administrative and bureaucratic hurdles.

³ Mid-term Review June 2009 (i-iv)

⁴ Mid-Term Project Evaluation July 2008 (iii-iv)

Conservation of Balochistan Junipers through Community Participation: Most of the interventions that were planned to address the critical issues were achieved to a large extent through a well planned LFA, developed through participation of the key stakeholders⁵. The community seems motivated enough to continue with the required interventions that are in their best interest of long term survival. This has been developed with a better understanding regarding the goods and services that the juniper ecosystem provides. There is interest in World Heritage Site status for the Balochistan juniper habitat, which is positive, but may not solve ongoing community resource needs, as alternative wood sources would be needed. The project outcomes and outputs, although highly desired, were overly ambitious for the nature of the problems and issues that the communities face. Other constraints include political interference, negative community attitudes towards outsiders, and the heterogeneous nature of the local cultures. Alternatives (to take pressure off use of juniper wood), such as solar, LPG, and use of efficient stoves, may not be sustainable in the end, due to lack of added-value demonstrations and constraints in availability. It seems that there are several initiatives addressing junipers in Balochistan; there has been a risk of duplication or lack of synergies between initiatives.

Sustainable Development of Utility Scale Wind Power Production (Phase I): In the project evaluation, the project was praised for getting investor and policy-maker feedback. Project sustainability was rated as Moderately Likely (ML), based on four sustainability sub-ratings: financial (ML), socio-political (ML), institutional (ML), and environmental (Likely)⁶. Nevertheless, it is clear that there has been no significant investment in wind power in Pakistan as a result of the project, although five high-wind areas were assessed, and wind masts were apparently installed. The required large investments probably need additional factors (appropriate legal, political, and security conditions) to be in place, which the project did not address, or could not, especially after it closed. There is no effective institutional structure in place to push wind power, although AEDB would normally be expected to do this, given the research and information generated by the project.

SLMP - Sustainable Land Management to Combat Desertification in Pakistan: This project has shown good participation of multiple stakeholders throughout Pakistan. There has been quite good engagement of Provincial Governments, and co-financing has been evident. Currently, the project is being implemented primarily in partnership with a wide range of government departments and entities which are contributing to capacity building of government staff across the NRM sector. However, there is a concern that these efforts may be constrained at the respective district levels, due to the absence of macro-policy development by the Government of Pakistan (GoP). The Project has mostly worked through minimal staffing levels and has leveraged the role of existing government infrastructure by working in collaboration with various Line Departments and research institutions across the project area. There were some issues with assigning human resources to the Project, such as an eight month delay in the beginning due to a recruitment ban imposed by the GoP. The project has depended largely on the strong commitment of the Government of Pakistan and the involvement of key stakeholders, in particular those at the community level. There was a flexible approach to implementation, with an appropriate focus on trials, then scaling-up once community acceptance was known and assured. There were innovations in the development of the community-based funds. However, sustainability will be based on the implementation of the subsequent up-scaling phase and also buy-in from the government for measures which require policy impact⁷. The Project has largely

⁵ Terminal Evaluation Report (Draft 2012) (i-ii)

⁶ Terminal Evaluation Report August 15, 2011 (i-iii)

⁷ End of Project Evaluation Report December 2011 (i-vi)

overlooked the catalytic role of the vibrant international development sector working in all parts of Pakistan. These potential partnerships would otherwise present a significant potential for grassroots replication of the technical knowledge generated and practices established through the Project. There were some benefits in the exchange trips in China and Nepal.

Establishment of National Environmental Information Management System: The concern with this project is lack of ownership, which has precluded development of products that would have “sold” other agencies on the utility of the system. Therefore, there has been little if any uptake of the project. There were delays in implementation of the project due to frequent transfers of key government officials over a short period of time, and there were coordination issues between the national implementing agency and the provinces/nodal agencies/line agencies. Issues also included inadequate provisions to retain the staff through development budgets and for sustainable operation and maintenance of equipment, technologies, tools and systems, and databases in the non-development budgets of all organizations / agencies where databanks were expected to be established⁸. Apparently there were initially too many environmental indicators to be incorporated into the system, which was overwhelming (the provinces could not collect and organize the information). Furthermore, institutions were not willing to share their data (there was concern about potential criticism of the quality of the data and not knowing the eventual disposition of information).

One UN Joint Programme on Environment: This initiative has good potential for replication and sustainability. The GRIP (grassroots) initiatives, in particular, have allowed direct consultation and engagement with CSOs across Pakistan, addressing the full range of environmental challenges, which will certainly help to build capacity on the ground (but the provinces would like more knowledge of what the CSOs are doing). The consultations required for the CC Policy have also created a wide range of engagement for climate change management, including provincial level considerations. The Public Sector (PIC) projects have created an opportunity for direct Provincial Department engagement in environmental initiatives; however, the capacity for implementation at the provincial level is still constrained. This initiative has operated as a “programme” and has covered the range of policy development and community-based initiatives that hit all priorities. Engagement of Provincial Departments has been effective, with these all managed effectively as small grants, with oversight by Provincial Implementation Committees. Overall, the wide range of engagement and the full spectrum of environmental issues, with on-the-ground demonstrations bodes well for ownership, uptake, and replication.

PEECH- Reducing Pressure on Forest Resources and CO₂ Emissions through Provision and Promotion of Housing Technologies: With this project, there has been strong interaction with local communities and the local private sector, which reflects benefits seen on all sides, addressing both household costs and risks, and the need for small business opportunities in these areas. The Gilgit-Baltistan and Chitral region is prone to various natural disasters, which has created the incentive for communities to better understand the need for safer houses. This has meant that communities are more willing to incorporate disaster resistant construction techniques in their villages⁹, which is the main theme of the project.

PURE – Productive Use of Renewable Energy: There are, apparently, issues regarding uptake of the project, especially regarding the use and payment of electricity from the micro-grids that are expected to be developed for businesses. Also, the traditional use of fuel wood and daily electricity use patterns are still impediments to uptake of the project. Some of this relates to the

⁸ Project Annual Report 2007 (ii-iii)

⁹ Annual Review Report January – December 2012

initiative and management style of the Implementing Partner (AEDB, for this component) and how they have engaged with local communities. This reflects the *post facto* collaboration between AEDB and AKRSP that has not been fully operationalized.

BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling: There has been good manufacturer interest in this project and engagement with them at the technical level, as well as some discussion with testing labs. It is assumed that market forces will allow energy efficient appliances to enter and take over the market place, with possible increased prices being offset by energy savings. This seems to be reasonable assumption for uptake of the project results, but policy and regulatory adoption is required by the Government to effectively pull the industry into compliance. The only major issue with this project is the lack of accredited labs to test and certify appliances and maintain checking on an annual basis. This could be a serious “choke-point” in uptake of project results. Laboratory business models from other countries could be very helpful here, to get more than one laboratory in Pakistan into play.

Pakistan Sustainable Transport Project: This project is only just underway, so little can be said regarding partnerships and potential sustainability. Apparently, there is some difficulty in delegating a Government partner for the trucking sector initiative, which could become an issue. The project seeks to build institutional and individual capacity amongst those involved in urban transport planning, so that such planning is better informed and equipped to sustain the emission growth reduction efforts in the selected cities, as well as replicate the efforts in other cities. The results from institutional strengthening and strategic planning activities therefore will need to be clear and beneficial to all stakeholders, or there is a risk of loss of stakeholder interest. It is expected that the demonstration projects for sustainable transport will require private sector participation. To date, private-public partnerships in Pakistan have had mixed results, so this will need careful attention. Also, there have been previous failures in attracting qualified professionals to sustainable transport institutions (previous development projects have experienced problems with understaffed institutions; much of this problem is due to higher paying jobs with the private sector and the consequential disinterest in working for government institutions).

GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan: There has not been enough progress to allow commentary on the partnerships and potential sustainability of the GLOFs project. The project was initially planned to be operational in May 2011. This was not done, due to 18th constitutional amendment in the country and the shifting of project responsibilities (the Ministry of Environment was initially the responsible implementing partner). The project then started with a six month delay, in November 2011.

Mountain and Markets – Biodiversity and Business in Northern Pakistan. (Follow-up project of MACP): Not yet started.

Institutional Strengthening for Phase out of Ozone Depleting Substances: This project also suffered some delays due to the devolution of environmental management to the provinces. As a result, this resulted in devolution of the Ozone Cell (Montreal Protocol), first of all to the Planning Commission for five months, and later it was merged with the newly formed Ministry of Disaster Management which, due to the technical nature of the project, may not be the most effective means of project delivery, which could affect sustainability¹⁰. There are several other risks to sustainability, including the limited ability of customs to actually detect and stop imports

¹⁰ Summary of Progress Report 2011 (Project Snapshot)

(still questionable). As long as alternatives to HCFCs are not readily available, there may be ongoing “leakage” of these ozone-depleting products in the marketplace.

Mass Awareness for Water Conservation & Development (MAWCD) Project: This project may have had too short a “lifespan” to bring the kind of change expected (increased water conservation); 2-3-years is probably insufficient, especially without the requisite policy and regulatory support. This kind of activity needs to be continued for 10-15 years to continuously remind water users that water conservation is important, and to allow economic instruments to be developed, implemented, and enforced (effectively). Awareness-raising by itself, and development of information and posters etc., is rarely effective without additional incentives and regulations. The project also suffered from continuous staff turnover because of pay issues and job insecurity.

There are some observations from the project-by-project analysis above which are common to more than one project, and which can be seen as trends within outcomes of the E&CC Programme. These are noted below, with an interpretation of their potential impacts on project ownership and sustainability (lessons learned, that then inform the programme recommendations):

- Lack of financial or in-kind contributions is a force against ownership. The project then is seen for what it can bring as revenue to the Implementing Partner, or services of some kind, rather than as a tool of environmental management or climate change resilience.
- Lack of revenue generation (or cost recovery) in projects is a key factor in the lack of sustainability and potential for replication in demonstration projects, as these activities constantly rely on project financial subsidies, which creates a distortion in the true cost of implementation of initiatives.
- Lack of clarity about institutional mandates and responsibilities within projects, especially if there is not a clear alignment with existing institutions and mandates, creates a significant risk to sustainability of projects. No one is clear about who is supposed to run with the project, and the project results do not insert properly into daily and weekly routines of government institutions. As well, rather than creating new institutional structures to deliver projects, which may not mesh well with existing institutions, more consideration should be given to insertion of projects within the most appropriate institutional partner; avoiding “silos” and avoiding competition within organizations for project mandates.
- Leaving project sustainability discussions to the second half of a project timeframe is a very risky approach. Sustainability should be a design factor and discussed/explored from the beginning of the project, with all project partners involved.
- Innovation can sometimes be seen as a threat against existing operations, institutions, and services. Any innovative approach, especially involving local communities and some kind of empowerment, will encounter administrative and bureaucratic hurdles. These need to be properly anticipated early in the design phase of any initiative that is likely to be considered innovative.
- Several projects had early engagement of beneficiaries in demonstration or pilot project design, which allowed more clarity and understanding of benefits that might accrue with their engagement; ownership was cultivated right from the beginning.
- Diversity of political views, diverging cultural attitudes, and the complicated dynamics of local economic systems are serious challenges to a common understanding of any innovative initiative. Much time is required to address all these factors, and create innovations that do not threaten existing systems too much (i.e., radical change at the local level is not likely to work; small/modest incremental changes are more likely to succeed).

- Unless new initiatives that require investments from the private sector or local communities are somehow catalyzed or enabled through economic incentives or supporting policies, it is very unlikely that there will be significant uptake of new technologies that require large investments.
- Lack of continuity of project staff and shifting directions and systems for project implementation can quickly put a project off the track, as the project increasingly is perceived to be a burden, with little chance of useful returns or benefits.
- A project that somehow manages to engage local communities, provincial governments, and federal ministries and agencies, with good clarity of respective roles and possible benefits (to all project participants) has a good chance of sustainability and an opportunity to push the required policy and regulatory changes at all levels. However, these kinds of “all-engaging” projects require a lot of close attention and flexibility in implementation, with all parties knowing each step and change along the way.
- All projects require a rigorous institutional analysis (who all the participants and beneficiaries may be), to ensure that no key players are ignored or neglected. It may be that one of these could be the “choke-point” for a project; in other words, if their role or engagement in a project has not been properly anticipated and understood, the lack of engagement of this institution could bring the whole project uptake to a halt (for example, the lack of accredited laboratories in BRESL, which may hold up the testing and approval of energy efficient appliances).
- Projects which give too much emphasis to awareness-raising to environmental problems without presenting and validating practical and affordable solutions may never create the required shifts in behavior expected of society.

The evaluators are confident that at least six of the twelve projects that are significantly advanced have a reasonable chance of sustainability and possible uptake and replication (of specific initiatives within them). These include (in no particular order):

- Conservation of Balochistan Junipers through Community Participation
- SLMP - Sustainable Land Management to Combat Desertification in Pakistan
- One UN Joint Programme on Environment
- PEECH- Reducing Pressure on Forest Resources and CO₂ Emissions through Provision and Promotion of Housing Technologies
- BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling
- Institutional Strengthening for Phase out of Ozone Depleting Substances

The common factor of possible sustainability success with all these projects is the high degree of engagement with project beneficiaries (whether communities, or private sector) and the sharp focus on practical applications, that clearly should bring benefits and gains for the intended beneficiaries, whether environmental, social, or economic – they are explicit in the project activities and understandable.

UNDP itself has developed partnerships over the last ten years that tend to show up in project implementation. Where UNDP has access to GEF funds and is certified to act as the Executing Agency, there is a natural tendency for the established international NGOs to promote partnerships and specific project collaboration with UNDP. This is evident in the implementation of UNDP projects by WWF and IUCN in particular, and while it may exclude other partners in implementation, and may stoke some competition between Government and the international NGOs, these NGOs do have experience and a track record that can be brought to project implementation. Nevertheless, UNDP should probably not enter into any long-term MoUs with

these agencies, and should stay open to new and unconstrained partnerships with other agencies and institutions.

With regard to a shared agenda across the whole environment and climate change field in Pakistan, which would require the ideal partnership of Government agencies, donors, NGOs, IFIs, and UN agencies, with everyone knowing what everyone else is doing and looking for synergies and avoiding duplication, this seems elusive. It was very difficult for the evaluators to get a complete sense of everything that is going on in the E&CC sphere, partly because participants did not have the whole picture and partly because not all implementing bodies were willing to share their whole project portfolio. It appears to the evaluators that the Ministry of Climate Change *should* have the whole picture. For example, what is known of the World Bank Environmental Safeguards Review (underway), the new agreement with EvK2CNR (Italian), which is going to address climate change impacts in the mountains (like several of the UNDP projects), and the various other JICA (environmental monitoring), IUCN, and UNIDO projects that address wastewater, water supply, and biodiversity and habitat conservation? These initiatives have only become apparent to the evaluators by digging through various websites. It is possible that intersections and synergies between projects are being missed, although it is recognized that coordination between various initiatives requires considerable additional management overhead, and perhaps many headaches in converging schedules, participants, etc. Nevertheless, one wonders if anyone has the whole picture of initiatives in the E&CC area. The new Environmental Working Group would be an ideal forum for building up an accurate picture of what is going on and what is in the pipeline.

Having said that (that not all partners or participants in the Environment and Climate Change sphere have the complete picture of what everyone is doing), it is clear that the successful projects have been well-founded on effective partnerships, involving the most appropriate groups and assigning tasks accordingly. For example, PEECH and BRESL, which require the engagement of the private sector for effective implementation, have managed to do this quite well, with these partners seeing the benefits of engagement and taking up the activities. Similarly, the One UN Programme-Environment, the Junipers Project, and SLMP have created and sustained effective partnerships between UNDP, Federal and Provincial Governments, NGOs, and, most importantly, the local communities that are expected to implement and take up real action on-the-ground. These are the best examples of projects that have paid attention to effective partnerships and have managed to delegate activities that suit the roles and needs of the individual partner groups. UNDP, in supporting these projects financially and technically, has been able to act as a continuous broker for these partnerships, through the design of the projects and in the ongoing management, in the PSCs, and in project monitoring.

4.5 Engagement with Cross-Cutting Themes

The main cross-cutting themes of concern here are identifying and activating opportunities for gender equality within projects and ensuring that human rights issues are not ignored. This requires assessment of the extent to which UNDP initiatives have considered mainstreaming a gender perspective in the design and implementation, evident in the outcome of the initiative, and determining if both women and men can equally access the initiative's benefits to the degree originally intended.

Especially with environmental management and climate resilience projects, there are normally many opportunities to activate initiatives that address gender inequalities and to create conditions for more equitable decisions about use of natural resources and improvement of environmental quality, which are fundamental to basic human rights. It appears to the

evaluators that many of the projects in the E&CC Programme were dealing with issues of importance to men and women, and disadvantaged groups, but that the documentation of these issues and how they were addressed was quite sparse. This was determined by examining all project evaluations and APRs with a filter for “gender”, especially. The observations from this process and from discussions with project participants are noted in Table 9.

Table 9. Observations on gender and human rights initiatives in the E&CC projects.

Project	Observations on Gender and Human Rights Applications
Protection and Management of Pakistan Wetlands Project – Full Phase	Women and vulnerable groups involved in training events, but gender engagement considered to be weak (MTR). Women were trained in vocational centres (handicrafts from marsh vegetation), and their products apparently sold at Information Centres.
CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan	Not evident in documentation.
Conservation of Balochistan Junipers through Community Participation	Women received training in income generation activities, but generally incorporation of gender issues was considered to be weak.
Sustainable Development of Utility Scale Wind Power Production (Phase I)	Not suitable for gender issue incorporation.
SLMP - Sustainable Land Management to Combat Desertification in Pakistan	Women were apparently involved in activity planning.
Establishment of National Environmental Information Management System	Not obviously geared to these issues.
One UN Joint Programme on Environment	While there is a high degree of engagement with local communities, explicit reference to gender equality (and human rights) is not evident, except in four specific GRIP projects (sanitation, biogas, fuel efficient stoves, solar lamps). These latter projects in particular, dealing with household and community issues, have benefited women (and children).
PEECH- Reducing Pressure on Forest Resources and CO ₂ Emissions through Provision and Promotion of Housing Technologies	It is implicit that household energy efficiencies will bring benefits to women (and all family members), including women's health, and less time spent foraging for fuel, freeing up time for education and entrepreneurship.
PURE – Productive Use of Renewable Energy	Not evident in documentation.
BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling	Not really suitable for gender interventions.
Pakistan Sustainable Transport Project	Just underway.
GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan	Not evident in documentation.
Mountain and Markets – Biodiversity and Business in Northern Pakistan. (Follow-up project of MACP)	Just underway.
Institutional Strengthening for Phase out of Ozone Depleting Substances	Not evident in documentation.
Mass Awareness for Water Conservation & Development (MAWCD) Project	Not evident in documentation.

Five of the fifteen projects in the E&CC Programme (that are being evaluated) have explicit reference to gender initiatives (mostly training for women in livelihoods development). Two of these projects provided opportunities for women to help plan on-the-ground activities (such as better local practices for land management) and one project was clear on the benefits that will accrue to women through energy efficiency at the household level. In general, however, the

gender equality opportunities in the projects are not prominent in the documentation, and there may not have been an active pursuit of all possible and reasonable opportunities to engage women in project planning, decision-making, and implementation of local projects. Three of the fifteen projects – the ones that are just underway, or have not really achieved much in the first year of operation - cannot be assessed for cross-cutting themes. Even the ProDocs for these projects (Mountain and Markets; PakSTran; and GLOFs) are thin on details regarding gender equality. For example, there is no reference at all to gender strategies in the PakSTran ProDoc, and the GLOFs ProDoc only mentions special awareness activities targeted at women and vulnerable groups. Four projects in the programme (wind project, NEIMS, BRESL, ODS) are not really amenable to gender equality opportunities or addressing human rights, as they have been dealing with specific technologies, information, or protocol requirements for pollution management that do not have a lot of traction with on-the-ground activities.

There may be opportunities for gender equality initiatives within projects that are not given full prominence (for example, in GLOFs and PakSTran, noted above), as this would require the services of a dedicated project gender advisor, who would need the time to identify opportunities, follow through with support to their implementation, and then report on results. A check of project personnel for most projects indicates that the gender function is not explicit for the positions identified in the ProDocs; so, no single person has the responsibility for promoting gender equality action within specific projects. It seems that it is difficult to give more prominence to gender equality within the projects, or to develop a more programmatic approach within the E&CC Programme, given all the other tasks within the E&CC Unit and the SMU that require attention. Moreover, it seems that the main problem with developing a more prominent gender equality theme within projects is lack of gender analysis at the planning stage, and absence of specific gender targets/indicators for effective monitoring, and this may in turn reflect limited understanding of gender issues in general¹¹. It seems, therefore, that there is a need to strengthen in-house capacities for gender integration (the concerned Programme Officer/Project Manager, who is responsible for gender aspects, the CO Gender Focal Person (GFP), and the GFP in each programme unit, who have the role to support gender integration in their respective units). The kind of capacity building could also be extended to the Government agencies that may implement projects with gender equality opportunities.

The ROAR reports from 2009 to 2012 include specific sections on gender, which reflect the challenge in picking up gender elements. In 2009, there is reference to energy efficiency and renewable energy technologies bringing benefits to rural women (but not tied explicitly to specific projects, unfortunately). The 2010 gender report repeats most of the account for 2009, with only a small addition for initiatives in flood-affected areas. The E&CC ROAR for 2011 is not available to the evaluators. In 2012, there is still reference to energy efficiency, specifically heating and cooking (the same themes as in 2009 and 2010), although in this case there is more explanation of the benefits to women. The 2012 report also include details on gender equality opportunities in the GRIPs in the One UN I JPE (which are also noted in Table 9).

All of these observations confirm that explicit planning for and implementation of cross-cutting themes in the E&CC projects (especially gender equality) have been and continue to be challenging, especially as all these projects are NIM modality, and the gender responsibilities would have to be housed within PMUs, which adds another layer to project implementation.

¹¹ Noted by the UNDP Gender Focal Person during the evaluation debriefing

5. Conclusions and Recommendations

5.1 Overall Conclusions

It is very clear to the evaluators that UNDP has played a critical role in maintaining a high profile for environmental and climate change initiatives in Pakistan, creating a “visibility” for these. UNDP has managed to engage and facilitate all of the key players in this theme in a widespread manner throughout Pakistan. Given the relatively large size of the programme, it has been able to activate stakeholders at the Federal level, Provincial level, NGOs, in the private sector, and in local communities. The E&CC Programme has supported policy development, development of guidelines and regulations, and community-based initiatives at the local level, in habitat management and biodiversity conservation, energy efficiency, and climate change adaptation.

When the totality of the programme over the last four years is examined, it is difficult to find any significant gaps in themes, priorities, geographical focus, or key stakeholders. UNDP has been able to source funds for all these initiatives, serve as a hub for all the Implementing Partners and project participants, and develop and maintain the relationships and dialogue between everyone. Through all this, UNDP has been seen as an “honest broker”, without significant other agendas and dynamics, and upon which all Implementing Partners and project participants depend, to some extent. In a sense, UNDP has created a critical mass and momentum with the environment and climate change programme that is difficult to break away from. As pointed out previously by the evaluators, if UNDP were *not* in place to assume these functions, the E&CC portfolio would likely be more disparate, dysfunctional, and the collective experience from project implementation would not be developing.

Furthermore, with the One UN concept (the One UN I JP Environment), the intention was to have all relevant UN agencies pool funding in the JPE, to serve as one “portal” for coordination of programming in the environment and climate change field. In fact, UNDP seems to have been the only really active participant in this concept, bringing in funding from the Dutch Embassy, and their own core funds, which reflects a commitment to both the environment theme and coordinated approaches. UNDP has also played a critical role in setting up and supporting the Donor Environmental Group (which did flag, unfortunately, over the last few years) and then more recently the Environmental Working Group (which also needs a boost), as well as serving on various committees and providing ongoing support to the Ministry of Climate Change in various functions. However, the record of meetings, minutes, and decisions from these formal and informal engagements, that are outside the projects, perhaps needs more organization and dissemination to help inform all potential partners (and other units in UNDP) about the possible future direction of E&CC initiatives in Pakistan. The new Environmental Working Group started off in 2012, but attendance has tapered off, and Government is not a member, so this coordination mechanism certainly needs to be catalyzed, and non-members somehow kept informed of discussions and decisions.

The E&CC Programme has been quite successful in cultivating and supporting relevant projects. Almost all have appropriate project designs that address critical environment and climate change needs in Pakistan with the right kinds and levels of interventions. The programme scores very high in this regard. With regard to utility, the actual slow progress in implementation of some projects, the difficulty in leveraging project action into full policy approval and implementation with supporting incentives, and the risk of lack of sustainability of some community initiatives, will constrain the full achievement of project outcomes, and the ongoing utility of some projects. The projects that have bridged between community engagement and development of guidelines, standards and policies that may endure beyond the project period have the maximum utility. Only about half the projects that were examined are deemed to have

some enduring utility, having respected the original project design and having produced enough results to inform future Government initiatives and other projects, and having a reasonable chance of sustainability and possible uptake and replication (of specific initiatives within them). The others seem to be more compromised in their potential utility, due to the projects having created certain project dependencies (delivering services, benefits, and revenues, without full engagement of the end-beneficiaries) that will reduce the chance of sustainability of action at the local government and community levels.

The various degrees of alignment of projects with the CPAP outcome indicators reflect mostly the nature of the performance indicators, rather than the quality of the projects. Most of the projects in their own right were actually well-situated within environment and climate change issues (in their original concepts and designs), but not all could be easily catalogued against specific outcome indicators.

The efficiency of project delivery has been very much dependent on institutional structures and processes in Pakistan (i.e., Government procedures) and, where delays in implementation have occurred, these invariably relate back to the slow process of setting up PMUs, staffing up, procurement, etc., and the need for EAD and UNDP to be involved in many steps along the way, compounded by the ongoing devolution process (Amendment 18). External factors, such as weather and security concerns, have played some role in creating project delays, but not to the same extent as the institutional constraints. The evaluators note that this observation is virtually the same as one made in the 2005 Outcome Evaluation (UNDP Environment and Energy). The concern is, therefore, how to actually start to address the issues of Government inertia as it pertains to project implementation.

Related to the issue above is the need for rigorous Monitoring and Evaluation (M&E). UNDP is dependent on receiving progress reports from all the Implementing Partners. While these are used to roll up annual results to the ROARs, it is not clear that there is a frequent checking of *actual* progress within institutions and “on-the-ground” (the various demonstration projects) to validate what is recorded in the APRs. As a result, the Implementing Partner reports tend to make a relatively positive case for progress achieved, and the ROARs are quite sanguine about achievements to date at the outcome level, but critical analysis of implementation issues is not very evident. The risk is that issues may not get properly addressed in time to preclude major consequences for projects. M&E of specific projects needs to become a more substantial part of the work of UNDP staff, and the results performance indicators more aligned to measurable outcomes (with more accurate statements of baselines for institutional projects, and perhaps more use of “before-and-after” photographs to preclude any intended misrepresentation of project sites and project activities, for demonstration projects).

Gender equality, in particular, and human rights more generally, are not as prominent in the E&CC projects as they could be. Explicit planning for and implementation of cross-cutting themes in the E&CC projects (especially gender equality), and subsequent documentation, are challenging tasks, which require a dedicated effort, either from UNDP or project-based gender advisors. As this function would have to be housed within PMUs, it would add another layer to project implementation, and has therefore perhaps been somewhat neglected. While cross-cutting themes can be designed for, there is significant follow-up and documentation required in the implementation phase, which requires additional project resources (specific human resources and funds).

The evaluators are obliged to provide ratings for the UNDP E&CC Programme. This is noted in Table 10 below, which consolidates the conclusions noted immediately above and the detailed

observations in Section 4. Given the complexity of factors that contribute to each of the categories in Table 10, there is some concern regarding simple statements about features that have many nuances. Nevertheless, the ratings are provided below, with the required explanatory notes.

Table 10. Evaluator ratings for the UNDP E&CC Programme (2009-2012).

Evaluation Criterion	Rating	Explanatory Notes
Implementation approach	S	Reflects a variety of forms of engagement with Federal and Provincial governments, NGOs, and communities, and attention to policies, guidelines, and community actions; all positive. Tempered somewhat by delays and inefficiencies in the project implementation modality.
Country ownership/drivers	S	All the E&CC initiatives address priority environment and climate change needs in Pakistan, which is very positive. On the other hand, sustained ownership of project concepts and approaches continues to be a challenge.
UNDP contribution towards achievement of outcomes	HS	The main criterion for this rating is considering the delivery of these E&CC projects in the <i>absence</i> of UNDP. If UNDP were <i>not</i> active in the E&CC area, brokering the match-up between concepts and funding, and providing ongoing technical and administrative support, these initiatives would not have developed properly, or at all.
Stakeholder participation/public involvement	S	As noted above, there has been a high degree of engagement of all levels of stakeholders in most priority locations in Pakistan; in particular, opportunities have been provided to stakeholders in the planning and implementation phases of pilot/demonstration projects.
Sustainability	MS	There is still a lingering concern about the ability of government ministries and agencies (at both the federal and provincial levels) to pick up and maintain new concepts and approaches that are introduced and tested in E&CC projects. Economic analysis and cost recovery options are not as prominent in these projects as they could be (and these are fundamental to sustainability).
Replication/Scaling up approach	MS	This is directly related to the point above. Replication and scaling up can only occur if the specific initiatives are clearly cost-effective (or cost-neutral) in themselves.
Cost-effectiveness	cannot rate	The evaluators have not had access to all the project-specific financial data (nor the required level of effort) to determine cost-effectiveness in a rigorous manner (see footnote 1).
Contribution to human rights and gender equality	MS	Many of the E&CC projects have relevance to gender equality and human rights (such as access to planning and implementation of local projects), as they address household and local environmental quality, as well as energy efficiency. However, the level of interventions and the degree of documentation of these cross-cutting themes is lower than it could be.
Monitoring and evaluation	MS	Given the number of intermediaries between project implementation and project accountability/progress documentation, the M&E function is lagging in time, and may not be receiving all the attention required to make it a useful management tool; M&E appears to be done mostly for the purpose of progress reporting, rather than being used to troubleshoot and preclude implementation issues.
Possible ratings: Highly Satisfactory (HS); Satisfactory (S); Marginally Satisfactory (MS); Marginally Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU); Not applicable (NA).		

5.2 Recommendations

In developing recommendations for future E&CC Programme work, the evaluators have considered the status of the projects within the UNDP E&CC Programme, the collective contributions of these to UNDP's CPAP outcomes, and the observations on project implementation modality, relative efficiency, and potential for sustainability and uptake. UNDP's current position in the E&CC field and proposed re-positioning are also taken into consideration in the formulation of recommendations below. These are organized into:

- Programmatic recommendations (concepts for specific UNDP initiatives that will build on UNDP strengths and fill apparent gaps in the current environment and climate change situation in Pakistan); and,
- Administrative and organizational recommendations that could improve efficiencies within UNDP, and add value to UNDP's partners in the process.

Programmatic Recommendations

1. Clarifying Programmatic Focus:

UNDP's future E&CC Programme and the desire of the Unit for strategic re-positioning need to be carefully reconciled to five things:

- The current project portfolio;
- The projects in the pipeline;
- The 2013-2017 CPAP;
- The initiatives of other UNDP units (especially CPRU);
- The One UN II results frame; and,
- Evaluation reports/project reviews.

The current projects are the firmest expression of the E&CC Programme, and the three with the most funding and momentum going to 2016 (MtnMkts; PakSTran; GLOFs), which will continue to define the E&CC Programme, address biodiversity, energy efficiency, and climate change adaptation. The other projects currently in the programme (PEECH, PURE, BRESL, ODS, One UN I JPE, and NEIMS) will be essentially completed by 2013-2014, and will not continue to be signatures for the programme.

The pipeline projects, which reflect varying degrees of certainty with regard to funding and approvals, are intended to shape the E&CC Programme to 2018, and indicate \$50 million in possible financial support, spread over biodiversity (3 projects for \$21 million), climate change adaptation and desertification (6 projects for \$23 million; there is a risk of duplication here that needs to be carefully examined, especially as four projects are expected to draw from the Special Climate Change Fund, just having some geographical variation in similar adaptation approaches), and chemicals (3 projects for \$6 million). With this, the evaluators see a significant departure from energy efficiency (as the PakSTran winds down, thus moving away from the climate change mitigation theme), a very significant "uptick" in climate change adaptation (in which land management/desertification will be nested), and a steady involvement in chemicals management (for now, but then apparently winding down this theme).

The proposed CPAP (2013-2017) presents a very clear climate change frame for both the E&CC Unit and the CPRU, with the E&CC Unit focusing on climate change adaptation and management of chemicals, and presumably the CPRU addressing disaster risk management. Climate change mitigation is prominent in the CPAP narrative and results frame, but at this point

the pipeline list does not include climate change mitigation (and PakSTran will be ending); the narrative for the strategic re-positioning exercise gives even more prominence to energy than the CPAP. Thus, **the programmatic gap when all aspects of the E&CC Programme are overlain is climate change mitigation** (which includes energy efficiency, as well as development of renewable energy). Furthermore, the proposed results frame for UN One II has energy nested within “inclusive economic growth through the development of sustainable livelihoods”, and this is explicitly connected to “industrial development”, which suggests a UNIDO position for energy-related activities, rather than UNDP. This is the way the evaluators see the E&CC Programme as it is now and as it is articulated in various official planning documents. Having said that, UNDP is apparently still interested in Energy and Climate Change Mitigation and intends to develop a SE4ALL Programme, in addition to a Water Programme. While the latter might nest within climate change adaptation, energy initiatives would sit within the SE4ALL frame.

Given the UNDP programme directions noted above (both documented and stated verbally) and the fact that UNIDO is making a more assertive move in this area, and the One UN II results frame reflects this, **we recommend that UNDP and UNIDO meet and discuss where the intersection between UNDP and UNIDO practically should be, with regard to energy issues. For example, UNIDO could be promoting the development of energy technologies and UNDP could be facilitating their insertion within community climate resilience projects** (there will be many opportunities within the various proposed climate adaptation projects in the pipeline). **Assuming some agreement on respective contributions to energy programming as it relates to climate change, then this dialogue should be expanded to include MoCC and ENERCON (and possibly other GoP agencies), to obtain concurrence.** This will create more clarity in the respective roles under the climate change “umbrella”, and this will help in the pursuit of new funding from other than traditional funding sources. This is what UNDP wishes to do anyhow; for example, the SCCF, which will need strategic and focused applications to avoid overwhelming these new funding sources with multiple and similar requests. In this regard, UNDP wishes to set up a Climate Change Fund and introduce other innovative financial mechanisms, such as “greening” the national budget. **UNDP can continue to maintain a prominence and be a driver for climate change adaptation, biodiversity conservation and related habitat management, and management of chemicals.** This programmatic role is completely appropriate and recognizes the strengths and collective knowledge and experience of UNDP in this area.

Within the thematic focus identified above, **UNDP should continue to concentrate on capacity building and institutional strengthening (its core development strength) and ensure that any innovations related to climate change adaptation, management of chemicals, and biodiversity conservation are adequately addressed at the policy, regulatory, and economic incentive level** (the latter to encourage/ facilitate behavioural change that may be articulated in new policies). Programme experience suggests that the sustainability of initiatives falters when the required enabling policies and inducements are not in place. UNDP can shift more effort to this need, and **link such a focus to increased project activity levels in the Provinces, where the capacity needs are greatest** (without foreclosing federal roles and responsibilities in the environment and climate change sphere). There is also scope for developing local capacities to undertake the required economic valuations to support design of climate change adaptation initiatives.

Any projects that will involve trials with innovative approaches and development of new policies, especially at the provincial level, will **need a firm understanding of the cost implications of uptake and policy implications. This needs to be addressed at the design level**, rather

than be left to faith that policies will get approved and required environmental behavioural patterns will change (this is especially important to increase private sector engagement in environmental and climate change initiatives). Therefore, **it is recommended that all new projects have an explicit and rigorous benefit/cost analysis, so that the social and economic value of benefits are clarified, opportunities for cost-recovery within the timeframe of a project are identified and the requirements for economic incentives** (whether tax subsidies for appropriate changes and behavior, tax credits, or tax revenue redirection in other forms) are clearly defined. Any projects that express good clarity on the value of benefits (in \$ or PRs terms) will be more attractive to the elected representatives and local communities, which will help promote, sustain, and replicate the most effective initiatives. Furthermore, **these kinds of initiatives should start as small, on-the-ground, and innovative pilots, in which existing policies are tested and the required new enabling policies are therefore defined.**

UNDP should **activate and sustain the Working Group on Environment and Climate Change (WGECC)**, with more regular meetings, and **document all meeting discussions/decisions (and disseminate minutes)**. All environment and climate change stakeholders (Government, IFIs, donors, NGOs, UN agencies) need to be informed on the priority environment and climate change needs in Pakistan and the direction of the UNDP E&CC Programme, in particular.

Respondents for this recommendation: UNDP; UNIDO; MoCC; ENERCON; Planning Commission; WGECC.

2. Targeting Programme Delivery to Address Geographical and Institutional Gaps:

UNDP could be an “honest broker” and **facilitate an institutional map and analysis that clarifies the respective Federal and Provincial roles/responsibilities/strengths/added value in environmental (and climate change) management**. This would improve the Federal/Provincial dynamic/dialogue (by putting an objective, third party assessment on the table), and could clarify institutional needs and capacity building options (especially at the Provincial level), and also in MoCC, as it comes to grips with its new mandate (for example, promoting interprovincial coordination and harmonization of laws/regulations). These could then be addressed in subsequent UNDP-supported projects.

UNDP should **support a detailed climate change vulnerability assessment (using sub-regional climate models) that addresses the site-specific needs throughout Pakistan**. This should be based on a **sound scientific assessment of existing information and examination of synoptic satellite imagery** (there is frequent reference to this need, at the federal and provincial levels). This detailed vulnerability assessment could **then properly inform design of an early warning system that would be functional at the provincial level, but coordinated and harmonized at the federal level**. The vulnerability assessment would also properly inform the design of localized adaptation projects, especially to identify priorities on the basis on number of people in a given location who are vulnerable and the possible scope of economic losses (infrastructure and services).

UNDP has a unique position and opportunity to help the provinces develop local initiatives. UNDP could **help the provinces develop bankable proposals** (with appropriate priorities), by **providing services from a technical advisor pool** (set up standing offers with Pakistani consultants, who could then be parachuted into specific provincial departments to develop priority technical proposals that address local environmental and climate change needs).

UNDP should consider a **mechanism to catalogue and track all the expected actions from the national climate change policy**. This would involve setting up an M&E system in conjunction with the MoCC and the Planning Commission, which would require an exercise to clarify appropriate performance measures and delegation of M&E tasks.

UNDP should **give more attention to capacity development at the parliamentary committee level (Federal and Provincial)**. This can be implemented initially as **awareness-raising sessions with the elected representatives** (and the post-May 2013 government will present a very good opportunity) in which climate change vulnerability and mitigation measures can be presented and promoted. This **would be well-supported by a detailed legal/regulatory review, in which the effectiveness and ineffectiveness of the multitude of environmental laws are critically examined**.

UNDP could support a dedicated awareness-raising programme with the Pakistan media, to help raise the profile of environmental and climate change issues in Pakistan. **Developing (increasing) the E&CC presence on the UNDP website** would also be beneficial, making the E&CC profile more visible and accessible, up-to-date, and perhaps containing more explicit analytical content which justifies the programme. **The link to training materials needs to be activated**.

Initiate a provincial environmental project with a Women Development Department (after consultations with them and a UNDP gender analysis of specific environmental issues that affect women more than men, to help select a suitable intervention), that would exclusively engage women in project initiatives, to give a better understanding of women's environmental management needs and a higher profile for gender equality in the UNDP E&CC Programme.

Respondents for this recommendation: UNDP; Federal Planning Commission; MoCC; Meteorology Department; Provincial Planning and Development Departments; Provincial Environment Departments; Provincial WDD.

3. Reconciling Project Design, Results, and CPAP Outcome Indicators:

UNDP needs to undertake a rigorous exercise of examining the proposed results of projects (at the output and outcome levels) and the CPAP outcome indicators. These have never matched up, and this problem will continue without attention given to it. In the experience of the evaluators, this is a 10-day exercise, in which an outside facilitator collects all the proposed results (outputs and outcomes) as they are currently expressed, and then goes through a two-day exercise with UNDP E&CC staff to check the practicality and alignment of results statements and performance indicators, and makes all the required adjustments to state exactly how each project contributes to the programme, and **how the results can be effectively captured in an M&E system**. This is not an exercise that can be undertaken by consultants alone, nor by UNDP staff alone, we suspect. At this time, UNDP can evaluate where the emphasis is likely to be and where there may be gaps in the E&CC Programme, and then **establish a work plan to fill the gaps and create a balanced approach (in essence, a UNDP marketing programme that is proactive rather than responsive, to secure new and specifically targeted funding, with tasks delegated amongst UNDP staff in the Unit)**.

Respondents for this recommendation: UNDP.

Administrative and Organizational Recommendations

4. Tracking Change:

It is not evident that UNDP maintains a training/capacity-building database that tracks all E&CC project interventions that engage trainees or communities in demonstration activities. As a consequence, it is never possible to articulate any specific change in capacity or how training and innovative activities are actually taken up in jobs, livelihoods, etc. Although time-consuming to establish and maintain, such a database (identifying training needs assessments, trainees, events, topics, and observed capacity change) is extremely useful. **It is recommended that this database be designed, implemented, and staffed up over the next year.** This database would then facilitate the logging of capacity-change results, which would address a deficiency evident in the annual results reporting. **Annual ROARs could then be very explicit about what has actually been accomplished in the year in question,** rather than using text from previous year reports, project officer perceptions of change (often subjective), and then losing the precision of annual-specific activities. UNDP should consider **hiring two more UNDP staff for the E&CC Programme**, assuming that annual revenue flows anticipated with the existing project portfolio will support this. These new staff could address the various new initiatives suggested above (therefore Programme Officer and Programme Assistant).

Respondents for this recommendation: UNDP.

5. Addressing Implementation Modality and Management Risk:

Within the NIM concept, **increase the level of acceptable risk, and allow NPMs to make more unilateral decisions (get away from micro-management that involves the NPD, EAD, and UNDP).** This should facilitate more successful and timely project deliveries. Where there are failures or mistakes made as a result of NPM decisions, suitable options/sanctions can be put in place to deal with these. We understand that the PCom that defines the current relationship between UNDP, projects, and EAD is being re-examined, so this is a positive step in the right direction. **Multiple PSCs within one ministry (for example, MoCC) could be held simultaneously (perhaps at least once per quarter),** which would improve meeting efficiency and increase potential synergies between projects. **Establishing PMUs with physical proximity to the ministries and departments in which they work should be mandatory,** to help mainstream project initiatives into routine Government operations. **UNDP should facilitate twice annual meetings of all NPMs,** to coordinate and disseminate lessons learned amongst projects and encourage synergies.

Respondents for this recommendation: UNDP; MoCC; Planning Commission.

Annexes

1. Terms of Reference of the Evaluation

1. Introduction

United Nations Development Programme (UNDP) works towards providing support in the implementation of the national environmental agenda. The Environment and Climate Change (E&CC) Unit works on improving environmental management through capacity building of environmental institutions; mainstreaming environment into the development processes; implementation of innovative solutions for meeting the challenges posed by climate change and sustainable use of natural resources; and advocacy.

UNDP promotes sustainable use of natural resources and helps institutions understand and effectively use environmental management strategies for ecosystems, land, water, soil and biodiversity. UNDP also works with national authorities and communities to mainstream environment in disaster response and establish standard operating procedures for different situations; and continues to contribute to climate change adaptation and mitigation interventions, through partnership and technology transfer with a focus on youth, women and vulnerable groups.

UNDP environment and climate change interventions are contributing to following outcomes of Country Programme Action Plan (CPAP):

CPAP Outcome (2011-2012):

1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.
2. Environment mainstreamed across the development sector plans and programmes

CPAP Outcome (2009-2010):

1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.

2. Objective of Outcome Evaluation

This evaluation is being undertaken to evaluate the collective outcomes of the four years (2009 - 2012) of UNDP's contribution towards environment and climate change in Pakistan. The evaluation team will ensure segregation and unpacking of contribution of UNDP projects i.e. determine the combined impact of UNDP projects and clearly distinguish its relevance and contribution to the outcome.

The following table highlights the differences between project and outcome level evaluations:

Differences between Project and Outcome Evaluations¹²		
	Project Evaluation	Outcome Evaluation
Focus	Generally speaking, inputs, activities and outputs (if and how project outputs were delivered within a sector or geographic area and if direct results occurred and can be attributed to the project) ¹³	Outcomes (whether, why and how the outcome has been achieved, and the contribution of UNDP to a change in a given development situation)
Scope	Specific to project objectives, inputs, outputs and activities Also considers relevance and continued linkage with outcome	Broad, encompassing outcomes and the extent to which programmes, project, soft assistance, partners' initiatives and synergies among partners contributed to its achievement
Purpose	Project based to improve implementation, to re-direct future projects in the same area, or to allow for upscaling of project	To enhance development effectiveness, to assist decision making, to assist policy making, to re-direct future UNDP assistance, to systematize innovative approaches to sustainable human development

Outcome evaluations include four standard categories of analysis (i.e., assess progress towards the outcome, examine the factors affecting the outcome, assess key UNDP contributions to outcomes, review the partnership strategy).

2.1 Outcome status: The key questions to be discussed under the outcome status are:

- What were the origin of the outcome, the baseline indicators and benchmarks?
- How were the past experience, findings and recommendations of previous evaluations if any, dialogue with stakeholders used in design of outputs?
- Assess the adequacy of background work carried out in project design
- Determine whether or not the outcome has been achieved and, if not, whether there has been progress made towards its achievement.
- List innovative approaches tried and capacities developed through UNDP assistance.

2.2 Underlying factors: An analysis of the underlying factors beyond UNDP's control that influenced the outcome will include:

- Key assumptions made, and internal and external factors
- Differentiation between the substantive design issues and the key implementation and/or management capacities and issues including the timeliness of generating outputs

¹² Source: UNDP, Guidelines for Evaluators, 2002

¹³ Large projects may have outcomes that can be evaluated. Further, small projects may also make tangible contributions to the achievement of CPD outcomes or even project-specific outcomes. In such instances, these project evaluations may be considered to be fulfilling requirements for outcome evaluations.

- The degree of stakeholder and partner involvement in the completion of the outputs, and how processes were managed/carried out.
- Assessment of UNDP's work with other relevant actors and their influence/contribution in achieving the outcome.

2.3 UNDP contribution: UNDP contributions to the outcome take the form of output produced as part of the full range projects and non project activities (soft assistance). The evaluator will determine whether or not UNDP funded constituent outputs and other interventions—including the outputs, projects and soft assistance, can be credibly linked to achievement of the outcome.

2.4 Partnership strategy: Ascertain whether UNDP's partnership strategy has been appropriate and effective. What were the partnerships formed for? How did partnerships arise? What was the role of UNDP? Did it identify a niche for itself? How did the partnership contribute to the achievement of the outcome? What was the level of the participation of stakeholders? List key beneficiaries and their major perceptions. Examine the partnership among UN Agencies that both influenced the programme design and contribution to the achievement of results.

2.5 Key Evaluation Criteria and Questions

Specifically, the outcome evaluation is expected to include but not to be limited to the following aspects:

Relevance:

- Provide a detailed assessment of how well the E&CC initiatives are aligned with UNDP's mandate, national priorities and needs of targeted women and men.
- How did the initiative promote UNDP's principles of gender equality, human rights and human development?
- To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role in a particular development context and its comparative advantage?
- To what extent are UNDP's CPAP relevant to the national development context?
- How relevant was selection of implementing partners for achieving E&CC goals?

Effectiveness:

- Whether the outcome has been achieved and, if not, whether there has been progress made towards the achievement of both qualitative and quantitative targets?
- What were the positive and negative, intended or unintended, changes contributed by UNDP's work?
- What has been the quality of output and outcome level monitoring and how it has contributed to the project achievements? How have corresponding outputs delivered by UNDP affected the outcomes, and in what ways have they not been effective? How effectively were project evaluations used?
- Evaluate UNDP's knowledge management systems.

Efficiency:

- To what extent have the programme outputs resulted from economic use of resources?
- To what extent were quality outputs delivered on time?

Sustainability:

- What is the prospect of the sustainability of UNDP interventions related to the outcome? Provide recommendations for ensuring sustainability.

- Indicate if the scaling up/replication of the projects or service methodology elsewhere is feasible and make recommendations to ensure the same; assess how well UNDP replicates or extends projects including timings and change in project design etc.
- An analysis of the underlying factors beyond UNDP's control that influence the outcome;

All UNDP evaluations need to assess the degree to which UNDP initiatives have supported or promoted gender equality, a rights based approach and human development¹⁴. In this regard, UNEG guidance on integrating human rights and gender equality in evaluations should be consulted.

2.6 Lessons learnt/ recommendations:

Formulate a set of specific, actionable recommendations for any re-orientation of the future program, identify the necessary actions required to be undertaken, who should undertake those and what the deadline should be; in order to remove or minimize the problems identified and to ensure efficient and effective implementation and to maximize impact. The improvement and suggestion will also have implications for partners therefore recommendations must be carefully and constructively phrased in a neutral manner.

3. Methodology

The evaluation team will be responsible for developing the methodology for the outcome evaluation utilizing both qualitative and quantitative data collection methods as appropriate, in collaboration with UNDP Strategic Management Unit (SMU), which will be responsible for coordination and quality assurance of the evaluation. The proposed methodology will be shared with the Evaluation Steering Committee, including sampling methodologies, interview questions and questionnaires prepared, field plan and techniques to be used for evaluation. An evaluation approach is suggested below, however, the evaluation team is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards (as adopted by the UN Evaluation Group). They must be also agreed upon by UNDP before being applied by the evaluation team.

The team will commence the evaluation subject to the agreement on the methodology including but not limited to the following:

- Document Review (desk study) (please see Annex B)
- Interviews & Focused Group Discussions (Please see Annex C)
- Administration of surveys/questionnaires
- Sampling Methodology: The mission would draw up a sound methodology to cover beneficiary base of the select projects through most appropriate sampling techniques. A representative sample will be formulated and maybe changed if the team members can table another sampling technique. The proposed methodology will ensure balanced geographical coverage including rural and urban divide. The sample frame (stakeholders categorized into primary and secondary) should be defined clearly.

¹⁴ UNEG, 'Handbook for Integrating Human Rights and Gender Equality in Evaluations in the UN System', 2011.

The evaluation team should also provide ratings of UNDP poverty reduction interventions according to criteria listed below:

1	Implementation approach
2	Country ownership/drivers
3	UNDP contribution towards achievement of outcomes
4	Stakeholder participation/public involvement
5	Sustainability
6	Replication/Scaling up approach
7	Cost-effectiveness
8	Contribution to human rights and gender equality
9	Monitoring and evaluation

The ratings to be used are:

HS	Highly Satisfactory
S	Satisfactory
MS	Marginally Satisfactory
MU	Marginally Unsatisfactory
U	Unsatisfactory
HU	Highly Unsatisfactory
NA	Not applicable

4. Deliverables

1. Inception report (Please see Annex D for Table of Contents), including outcome model (Annex E) and evaluation matrix (Annex F). The purpose of the inception report is to provide an opportunity to clarify expectations, verify and share the same understanding about the evaluation and clarify any misunderstanding at the outset, including the scope and the methodologies of the evaluation.
2. Draft evaluation report as per the template (Annex G). The Evaluation Steering Committee and UNDP country and regional office will review the draft evaluation report to ensure that the evaluation meets the required quality criteria.
3. Debriefing session on the draft evaluation report by the evaluation team.
4. Final evaluation report as per the template (Annex G). If any discrepancies have emerged between the findings of the evaluation team and the Evaluation Steering Committee, these should be explained in an annex attached to the final report.
5. Power point presentation and evaluation brief for dissemination to the stakeholders

For further guidance on the outcome evaluation, please refer to 'Handbook on Planning, Monitoring and Evaluating for Development Results' and 'Outcome Level Evaluation Guide' on <http://web.undp.org/evaluation/methodologies.htm>

5. Evaluation Team

The evaluators selected should not have participated in the project preparation and/or implementation and should not have any conflict of interest with project related activities. The evaluation team will be composed of one International Team Leader and one National Consultant. The evaluators shall have prior experience in evaluating similar projects. Former

cooperation or prior working experience with international organizations and development partners is an advantage.

The selection of consultants will be done on the basis of the overall “team” qualifications and competencies in the following areas:

- At least Masters education (preferably in Environmental Sciences or related fields);
- Experience in conducting outcome evaluations in past five years in similar positions;
- Experience in Results Based Management;
- Knowledge of the UNDP Monitoring and Evaluation Policy;
- Demonstrable analytical skills;
- Work experience in environment and climate change analysis for at least ten years;
- Experience with multilateral or bilateral supported capacity development projects;
- Evaluation experiences within United Nations system will be considered an asset;
- Excellent English communication skills (oral and written).
- Good understanding of the national context

Scope of Work

The Team Leader will have the overall responsibility for the delivery and quality of the evaluation products. Specifically, the Team Leader will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Decide the division of labor within the evaluation team;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report; and
- Finalize and present the evaluation report.

The National Consultant will provide input in reviewing all project documentation and will provide the Team Leader with a compilation of information. The National Consultant will perform tasks with specific focus on:

- Review documents;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report;
- Assist Team Leader in finalizing document through incorporating suggestions received on draft related to his/her assigned sections.

Evaluation ethics¹⁵

Evaluations in the UN will be conducted in accordance with the principles outlined in both Norms and Standards for Evaluation in the UN System by the United Nations Evaluation Group (UNEG) and by the UNEG ‘Ethical Guidelines for Evaluation,’ including:

- Independence
- Impartiality

¹⁵ www.undp.org/eo/documents/erc/Code_of_Conduct.doc

- Transparency
- Disclosure
- Ethical
- Partnership
- Competencies and Capacities
- Credibility
- Utility

These documents will be attached to the contract. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation.

6. Implementation arrangements

The evaluation process will be supervised by Evaluation Steering Committee (ESC) comprising UNDP SMU, E&CC Unit , EAD and FAO representatives and independent Environment expert. ESC will be chaired by Deputy Country Director, UNDP. The Evaluation Team will report to Chief, Strategic Management Unit, UNDP. SMU will facilitate logistics arrangements and day to day interactions.

7. Time Frame

Tentative Time Frame for the Study is 35 working days for national consultant and 20 working days for international consultant, spread over three months; with a contract commencing in February, 2013.

2. Evaluation Matrix and Individual Project Analysis

See Section 1.3.2 for stakeholder lines of discussion, which reflect the specific roles, perspectives, and forms of engagement of stakeholders with the various projects in the Environment and Climate Change Programme. The questions/lines of discussion comprise the main evaluation tool that was carried into all meetings/consultations. These were re-aligned to match up with the evaluation criteria (see table below; the Evaluation Matrix, which is a hybrid of the stakeholder lines of discussion and the usual UNDP format for evaluation matrices). Furthermore, another table was developed for comparative analysis of all the projects in the E&CC programme, reflecting disaggregation of the project portfolio, to help collect project-specific observations as the evaluation proceeded. The observations in this second table provided the evidence for all conclusions in Section 4. The other tables in this annex include project-specific data and analysis related to relevance, achievement of outcomes, and partnerships and sustainability.

Evaluation Matrix UNDP Outcome Evaluation: Environment and Climate Change Programme - Aligned to the Various Stakeholder Groups (noted previously) Relationship of each key question is coded to the evaluation criteria as follows: Relevance (R), Utility (U), Implementation Approach (IA), Actual Progress Achieved (Outcomes and Impacts) (APA), Partnerships (P), Stakeholder Participation (SP), Ownership (O), Sustainability (SU), Replication and Scaling-up (RE), Cross-Cutting Themes (CCT), Contributing Factors (CF), Drivers (D), Innovations (I), Constraints (C), Efficiency (E), Effectiveness (EF), M&E Function (ME)				
Data Sources (Individual Stakeholder Groups)	Key Questions and Sub-Questions (relevant evaluation are noted)	Data Collection Methods/ Tools	Indicators/ Success Standard	Methods for Data Analysis
UNDP Pakistan (role: technical assistance, programme delivery mechanism, management oversight and reporting, M&E)	1. Required level of effort with E&CC Programme; roles and responsibilities? D, E, EF 2. M&E protocol? ME 3. Main capacity-building challenges within E& CC Programme? C 4. Capacity of private sector, civil society, Government agencies to design and implement E&CC projects (degree of institutionalization)? R, P, SP, O, CF 5. Concrete evidence of capacity increase? U, APA, P, O, SU 6. Challenges in providing adequate/ appropriate human resources for technical assistance? IA, C, E, EF 7. Reporting and activity/expenditure accountability? E, EF, ME 8. Linkages between E&CC initiatives (coherence of programme)? R, IA, SU, RE, CCT, CF, EF 9. UNDP involvement and effectiveness in other initiatives beyond the projects/programme (for example, national committees related to environment and climate change, donor meetings, etc.); UNDP "added- value". IA, P, SU, RE, CCT, CF, D, EF	For all subsequent questions and stakeholder groups, the data collection methods include individual and groups meetings, during which the answers/perceptions are verified by comparison with information in documents and visible results in the field (where relevant).	1. Clear delegation of tasks; adequate human resources to deliver projects. 2. Proposed results at all levels defined, with appropriate performance indicators; monitoring occurs regularly. 3. Needs assessed and projects clearly address capacity-building needs. 4. Programme has increased capacity of partners to implement effective environmental management. 5. Tangible/visible results reflecting this. 6. Efficient and effective delivery of the programme; challenges understood and addressed. 7. Clear and timely documentation of project/programme progress. 8. Coherence in the programme with mutually supporting projects; lack of overlap or duplication. 9. UNDP adds value by threading initiatives together and guiding policy/ regulatory development.	The status of the project progress and results achieved to date will be gauged on the basis of the prevailing observations/comments of stakeholders and the facts in project/ programme documents, and their respective contributions to outcome performance indicators.
UNDP Asia Pacific Regional Centre (role: programme oversight;	1. M&E protocol? ME 2. Role in providing technical oversight? IA, P, RE	"	1. UNDP APRC has a clearly defined ME role and provides appropriate advice for E&CC	"

Evaluation Matrix UNDP Outcome Evaluation: Environment and Climate Change Programme - Aligned to the Various Stakeholder Groups (noted previously) Relationship of each key question is coded to the evaluation criteria as follows: Relevance (R), Utility (U), Implementation Approach (IA), Actual Progress Achieved (Outcomes and Impacts) (APA), Partnerships (P), Stakeholder Participation (SP), Ownership (O), Sustainability (SU), Replication and Scaling-up (RE), Cross-Cutting Themes (CCT), Contributing Factors (CF), Drivers (D), Innovations (I), Constraints (C), Efficiency (E), Effectiveness (EF), M&E Function (ME)				
Data Sources (Individual Stakeholder Groups)	Key Questions and Sub-Questions (relevant evaluation are noted)	Data Collection Methods/ Tools	Indicators/ Success Standard	Methods for Data Analysis
technical advice)	3. Perceptions of programme successes and constraints? R, U, APA, RE, CF, D, I, C		Programme implementation. 2. APRC provides appropriate advice in a timely manner. 3. APRC is in touch with the E&CC Programme and can articulate its results.	
Other UN Agencies (role: collaboration in project design and delivery; co-funding)	1. Role in project/programme delivery? IA, P, RE, CCT, CF 2. Role in providing technical oversight? ME 3. Perceptions of programme successes and constraints? R, U, APA, RE, CF, D, I, C 4. Perceptions of UNDP's "added value"? IA, P, SU, RE, CCT, CF, D, EF	"	1. Other UN agencies have clearly defined roles in programme delivery, which create synergy. 2. UN agencies provide unique and useful technical inputs. 3. Clear awareness of the relevance and utility of the programme. 4. Able to articulate the UNDP contributions beyond delivery of projects and the programme.	"
Donors (role: funding accountability, oversight, M&E)	1. Alignment with their development programmes? R, APA, SU, RE, CCT 2. Implementing M&E function? ME 3. Government and community ownership of E&CC initiatives? R, U, P, SP, O, SU, RE, D 4. Perceived main capacity-building challenges? R, U, IA, CF, C 5. Notions of sustainability of such initiatives? R, U, SP, O, SU, RE 6. Project/ donor coordination mechanisms? IA, P, CF, D, EF	"	1. E&CC Programme is consistent with donor development programmes. 2. Donors receive timely and accurate programme progress reports from UNDP. 3. Government and involved communities have taken up the project activities and started to embed in practice and policies. 4. Clear awareness of capacity-building needs, and definition of appropriate project interventions. 5. Mechanisms for sustainability have a high chance of success, not just reliant on additional funding.	"

Evaluation Matrix UNDP Outcome Evaluation: Environment and Climate Change Programme - Aligned to the Various Stakeholder Groups (noted previously) Relationship of each key question is coded to the evaluation criteria as follows: Relevance (R), Utility (U), Implementation Approach (IA), Actual Progress Achieved (Outcomes and Impacts) (APA), Partnerships (P), Stakeholder Participation (SP), Ownership (O), Sustainability (SU), Replication and Scaling-up (RE), Cross-Cutting Themes (CCT), Contributing Factors (CF), Drivers (D), Innovations (I), Constraints (C), Efficiency (E), Effectiveness (EF), M&E Function (ME)				
Data Sources (Individual Stakeholder Groups)	Key Questions and Sub-Questions (relevant evaluation are noted)	Data Collection Methods/ Tools	Indicators/ Success Standard	Methods for Data Analysis
			6. There is a donor coordination mechanisms in place that creates synergies/ avoids duplication in programmes.	
E&CC Programme Management Team (role: decisions on projects, management and allocation of funds, provision of capacity-building, synergy between activities, related M&E, documentation)	1. Staffing? E, EF 2. Operational procedures/ criteria for design and implementation of projects? IA, CF, E, EF 3. Capacity of government and civil society to handle funds and implement appropriate projects? IA, APA, P, SP, O, SU, RE, CF, EF 4. Challenges in M&E of projects? ME 5. Collection and dissemination of lessons learned? U, SU, RE, I 6. Sustainability factors defined and promoted? SU, RE	“	1. UNDP management staffing is adequate and properly aligned to the tasks; low staff turn-over. 2. Clear procedures for design and implementation (and tracking) of projects. 3. Clear understanding of participant capacity and appropriate measures to address needs. 4. M&E system appropriate, with suitable results and performance indicators; properly implemented and documented. 5. Constant checking for lessons and documentation of such; incorporation into future projects. 6. Effective sustainability measures are defined and implemented before the end of projects; not just reliant on additional funding.	“
NGOs/CBOs; civil society (role: design and implementation of projects, recipient of coaching/ technical assistance, supporting local communities, accountability/	1. Current environment and climate change priorities in their area? R, U, CF, D 2. Expectations of E&CC Programme? R, U, O, CCT 3. What are their main capacity-building needs? R, U, IA	“	1. The E&CC programme addresses priority environment and climate change needs in participant areas. 2. Civil society has a clear role in the programme and feels that priority needs are being addressed.	“

Evaluation Matrix UNDP Outcome Evaluation: Environment and Climate Change Programme - Aligned to the Various Stakeholder Groups (noted previously) Relationship of each key question is coded to the evaluation criteria as follows: Relevance (R), Utility (U), Implementation Approach (IA), Actual Progress Achieved (Outcomes and Impacts) (APA), Partnerships (P), Stakeholder Participation (SP), Ownership (O), Sustainability (SU), Replication and Scaling-up (RE), Cross-Cutting Themes (CCT), Contributing Factors (CF), Drivers (D), Innovations (I), Constraints (C), Efficiency (E), Effectiveness (EF), M&E Function (ME)				
Data Sources (Individual Stakeholder Groups)	Key Questions and Sub-Questions (relevant evaluation are noted)	Data Collection Methods/ Tools	Indicators/ Success Standard	Methods for Data Analysis
documentation of project results)	4. What are the main capacity-building needs of Government? R, U, IA 5. How has the E&CC Programme provided capacity-building support? R, U, IA, APA, CF, D, I, C 6. What project results have been achieved to date? APA, SU, RE, CCT 7. How will project activities be sustained after the funding stops? SU, RE, I 8. How do they know their interventions will work? R, U, O, SU, RE, I 9. Main success to date? APA, SU, RE, I 10. Main challenge or failure to date? CF, C 11. What are the gender aspects of their projects? CCT 12. What new organizations or institutional processes have been supported by the project? U, APA, P, SU, RE, CF, D 13. If they were to start again, what would they do differently? R, IA 14. How have they influenced the regulatory/policy process related to environment and climate change? U, APA, SU, CF 15. How do they report back to the E&CC Programme, and to the community? ME		3. Clear understanding of capacity-building needs and effective project/programme measures to address them. 4. Programme addresses the specific needs of Government (for planning, regulations, policies). 5. Articulation of specific activities and events that have built capacity, with clear evidence provided for them. 6. As above, specific evidence that the various projects have helped civil society to address environmental and climate change needs. 7. Specific measures defined and implemented to ensure that initiatives continue (not just depending on additional funds). 8. Understanding of the utility of project interventions; clear future vision of next steps. 9. Clear evidence for outputs and outcome results that improve the environment and climate resilience (or climate change mitigation). 10. Articulation of challenges/ constraints, and suggestions for alternative approaches. 11. Clear and useful interventions that increase the gender equality aspects of the projects (able to be articulated by female participants, in	

Evaluation Matrix UNDP Outcome Evaluation: Environment and Climate Change Programme - Aligned to the Various Stakeholder Groups (noted previously) Relationship of each key question is coded to the evaluation criteria as follows: Relevance (R), Utility (U), Implementation Approach (IA), Actual Progress Achieved (Outcomes and Impacts) (APA), Partnerships (P), Stakeholder Participation (SP), Ownership (O), Sustainability (SU), Replication and Scaling-up (RE), Cross-Cutting Themes (CCT), Contributing Factors (CF), Drivers (D), Innovations (I), Constraints (C), Efficiency (E), Effectiveness (EF), M&E Function (ME)				
Data Sources (Individual Stakeholder Groups)	Key Questions and Sub-Questions (relevant evaluation are noted)	Data Collection Methods/ Tools	Indicators/ Success Standard	Methods for Data Analysis
			particular). 12. Clear evidence for effective organizations or processes that will improve environmental management or climate resilience, or energy use reduction. 13. Clear understanding of lessons learned and ideas for alternative approaches. 14. Specific examples of outcome level results. 15. Clear process for documentation and accountability that has actually been implemented.	
Federal and Provincial Government departments (role: project design and planning; involvement in project activities and policy uptake)	1. What is their understanding of the goal of the E&CC Programme? R, U, O 2. What is their specific role in any particular project? P, SP, O 3. What do they believe are the most important environment and climate change needs in their area/sector? R 4. What is required to sustain the project activities or services that they are providing within their project? SU, RE, CF, D 5. Were they involved in the design of the project? P, SP, O 6. Have they received any capacity-building support from the programme? U, APA 7. What are the main project results to date? R, U, APA, SU	“	1. Able to articulate the purpose of the programme. 2. Clear opportunities and roles have been created for Government involvement; being activated. 3. Government has a clear understanding or priorities and needs, and suitable interventions to address them. 4. Able to articulate mechanisms to embed the project results within their routine operations. 5. High degree of engagement in the various projects, including design. 6. Able to remember specific activities/ events and demonstrate utility in their daily activities. 7. Clear connection to the	“

Evaluation Matrix UNDP Outcome Evaluation: Environment and Climate Change Programme - Aligned to the Various Stakeholder Groups (noted previously) Relationship of each key question is coded to the evaluation criteria as follows: Relevance (R), Utility (U), Implementation Approach (IA), Actual Progress Achieved (Outcomes and Impacts) (APA), Partnerships (P), Stakeholder Participation (SP), Ownership (O), Sustainability (SU), Replication and Scaling-up (RE), Cross-Cutting Themes (CCT), Contributing Factors (CF), Drivers (D), Innovations (I), Constraints (C), Efficiency (E), Effectiveness (EF), M&E Function (ME)				
Data Sources (Individual Stakeholder Groups)	Key Questions and Sub-Questions (relevant evaluation are noted)	Data Collection Methods/ Tools	Indicators/ Success Standard	Methods for Data Analysis
	8. What new organizations or institutional processes have been supported by the project? R, U, APA, P, SP, O 9. How do these improve environmental management and climate resilience? R, U, APA, SU, RE, I 10. How will project results be sustained? SU, RE 11. How will they incorporate project results into future development planning? U, O, SU, RE, I		projects and able to articulate results and benefits. 8. More specifically, evidence of appropriate new structures and processes that will improve environment management and climate change responses. 9. Clear linkage between project results and the evidence above. 10. Articulation of measures to perpetuate project/ programme results that are not dependent on further donor funding. 11. Specific examples of the influence of the programme on development planning.	
Local Communities, Beneficiaries (role: involved in design of projects? implementation? primary beneficiaries of projects)	1. What are the main environment and climate change risks in their area? R, U 2. Were they involved in design of the project? IA, P, SP, O 3. What is their specific role in the project? P, SP, O 4. What training have they received? R, U, APA, CCT, 5. What has been achieved to date? APA, SU, RE 6. How will the project protect them from future environmental constraints and climate change events? R, U, APA, I, C 7. What has been the role of women in the project? CCT	“	1. Local understanding of environment and climate change challenges and appropriate responses. 2. Able to demonstrate their engagement from the beginning of the projects. 3. Can articulate their specific role and degree of involvement in the projects. 4. Can remember specific activities/ events and demonstrate utility of training. 5. Able to express specific results that improve their environmental quality and livelihoods. 6. Clear understanding of the relevance and benefits of the various projects.	“

Evaluation Matrix UNDP Outcome Evaluation: Environment and Climate Change Programme - Aligned to the Various Stakeholder Groups (noted previously) Relationship of each key question is coded to the evaluation criteria as follows: Relevance (R), Utility (U), Implementation Approach (IA), Actual Progress Achieved (Outcomes and Impacts) (APA), Partnerships (P), Stakeholder Participation (SP), Ownership (O), Sustainability (SU), Replication and Scaling-up (RE), Cross-Cutting Themes (CCT), Contributing Factors (CF), Drivers (D), Innovations (I), Constraints (C), Efficiency (E), Effectiveness (EF), M&E Function (ME)				
Data Sources (Individual Stakeholder Groups)	Key Questions and Sub-Questions (relevant evaluation are noted)	Data Collection Methods/ Tools	Indicators/ Success Standard	Methods for Data Analysis
	8. What new organizations or institutional processes have been supported by the project? U, APA, P, SU, RE, I 9. How will they sustain the project activities? SU, RE 10. Would they do anything differently? Anything else they should have done? R, IA, CF, D, I, C		7. Women, in particular, have had specific roles and benefits from the various projects. 8. Evidence of uptake of project results in local organizations and institutions. 9. Increased local support for project initiatives (e.g., local cost recovery, etc.). 10. Examples of traction with the projects, and appropriate local ideas for alternative approaches, indicating that the have reflected on the project experiences.	
Private Sector (role: collaboration in projects)	1. Their understanding of the E&CC Programme? R, U, APA, P, SP 2. What were the main criteria for their involvement in projects? P, SP, O 3. What reporting/ follow-up do they get from the E&CC Programme? IA, ME 4. What do they feel are the main challenges in addressing environmental and climate change issues? R, U, CF, D		1. Private sector has good engagement with the programme, and understands respective roles. 2. Private sector roles clearly defined. 3. Linkage to the programme documentation/ accountability system. 4. Private sector has good understanding of needs and innovative ideas for their future engagement.	“
Independent Experts (role: technical oversight?)	1. What is their specific role in the E&CC Programme projects? IA, P 2. Priority environment and CC needs in Pakistan? R, U, APA, SU, RE		1. Articulation of role and added value of technical advice. 2. Clear and comprehensive understanding of environment and climate change needs in Pakistan; comments of the relevance and utility of the Programme.	“

Evaluation Analytical Framework (information for each of the E&CC projects, based on available documentation and the participant interviews/focus group discussions, etc.):

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>1. PWP - Protection and Management of Pakistan Wetlands Project – Full Phase</p> <p>Project start date: June 2005 Project end date: June 2012¹⁶ <i>(Project timeline has been taken from the latest progress reports as actual project start date is sometimes much later than what was envisioned in the ProDocs)</i></p> <p>Main Partners: -WWF (World Wildlife Fund)</p> <p>Main Expected Outputs: Output 1:</p>	<p>- The project is all-encompassing and the right size as a program of longer duration, but was overly ambitious as a project of seven years (complex design, by WWF accounts).</p> <p>- Some specific design-related shortcomings included: lack of internal M&E (other than via progress reports), lack of clarity regarding production and responsibility for Management Plans in the wetland complexes, and Output 6 on financial sustainability should have been combined with communication and awareness¹⁷.</p> <p>- Regardless, the design is addressing</p>	<p>- The implementation of the project has been slow but on track, although there are multifarious issues which posed a challenge to achievement of PWP objectives. These mostly relate to Outputs 7, 8, 9 and 10 in terms of establishing demonstrable sustainable management models of wetland complexes and Output 7 regarding sustainability of the initiative as a long term programme, both in terms of financial resources, and capacities and ownership of the key government</p>	<p>- GoP, provincial, AJK and NAs governments were not expected to contribute in cash or even in-kind. As a result, participation, ownership and institutional strengthening of key wetland related agencies remained weak.</p> <p>- The participation in and ownership of PWP by the key organizations, including the wildlife, fisheries and irrigation</p>	<p>- Women and vulnerable groups involved in training events, but gender engagement considered to be weak (MTR).</p> <p>- Women were trained in vocational centres (handicrafts from marsh vegetation), and their products apparently sold at Information Centres.</p>	<p>- The assumption in the Project Brief that the decentralized system of governance will be responsible for the management of wetlands did not really come true (two management plans seem to be operational; one is patchy – Balochistan – and one is not functional).</p> <p>- Some of the positions, including the positions of RPDs, were expected to be funded from a Federal or Provincial Government capacity-building project. But it did not happen. Thus, a critical gap in management of wetland complexes appeared, which has not yet been filled¹⁹.</p> <p>- Some community representation on Area Coordination Committees, which apparently also sit</p>	<p>- Generally, the targets are vague and framed in the context of a long term wetland program (which is the way WWF sees it), rather than for a project, and have been difficult to monitor as such.</p> <p>- WWF sees many outputs from their “programme” assigned to the “project”; e.g. various books, student courses (in Pakistan and abroad), etc. (multiple donors).</p>	<p>(2009-2010)</p> <p>1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis:</p> <p>1.1 Environmental issues integrated in Ten Year Plan and PRSP.</p> <ul style="list-style-type: none"> • Sustainable management of wetlands is correctly aligned to

¹⁶ Summary of Progress Report 2011 (Project Snapshot)

¹⁷ External Monitoring & Evaluation February 2009

¹⁹ Mid-term Review June 2009 (i-iv)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>Sustainable institutions established for national level coordination for conservation of wetlands biodiversity and promote dissemination of lessons learned from DS.</p> <p>Output 2: Planning and land-use decision-making of wetlands conservation agencies at all levels enhanced by provision of comprehensive, current wetlands information, decision support systems and tools utilizing spatial and other data from the Wetlands GIS Database.</p> <p>Output 3: A National Wetlands Conservation Strategy (NWCS) is developed, officially</p>	wetland management needs, and is relevant, although constrained, as noted above.	<p>agencies.</p> <ul style="list-style-type: none"> - The delay of about 8 months in its implementation, beyond the control of the project management, made implementation further stressful. - The results of "Training and Capacity Building Component" are impressive. The overall range, content and quality of the trainings conducted has been good¹⁸. - Mapping of Pakistan wetlands can serve as a baseline. - WWF cites community groups, reduced fishing pressure, development of alternative livelihoods, dolphin releases, mangrove replantation, and such as evidence of project outcomes. 	<p>agencies varied.</p> <ul style="list-style-type: none"> - Comparatively, it is better in NWFP followed by AJK and Sindh, and is lacking largely in Punjab and Balochistan. - Sustainability of the wetland program is a great challenge as it depends on ownership, involvement, institutional capacities of the agencies responsible for management of wetland resources and on the financial resources. Most of these elements are weak so far (there is some revenue generation in some areas, 		<p>on Provincial Wetlands Committees, but their relationship to management plan implementation is obscure.</p> <ul style="list-style-type: none"> - Some connection to RAMSAR is being maintained. 	<ul style="list-style-type: none"> - Generation of information and creation of databases is given prominence by WWF (awareness-raising). 	<p>environmentally sustainable development, but it is not clear to evaluators that it has been taken up in the stated documents.</p> <ul style="list-style-type: none"> • But, 5 National Parks declared. • Revisions to the Wildlife Act. • Pakistan Wetlands Policy approved. • Trying to be compliant with RAMSAR. <p>1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).</p> <ul style="list-style-type: none"> • Project not related to this, although there is some reference to

¹⁸ Mid-term Review June 2009 (i-v)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>adopted and implemented at all levels. Output 4: Technical competence of govt. agencies and CBO conservation staff enhanced through training & capacity building programmes.</p> <p>Output 5: A nation-wide wetlands awareness campaign is designed and implemented.</p> <p>Output 6: Elements of long-term sustainability of wetlands conservation initiatives are developed and adopted.</p> <p>Output 7-10: Wetlands biodiversity is sustainably conserved in the Makran Coastal Wetlands Complex (MCWC), Central Indus Wetlands Complex (CIWC), Salt Range Wetlands Complex</p>		<ul style="list-style-type: none"> - Declaration of 5 National Parks and revisions to Wildlife Act apparently tied to project activities. - Supply of renewable energy (biogas and micro-wind) and reduced pressure on adjacent forests are cited (but these are less obviously linked to wetland quality). 	<p>which apparently provides alternative income to replace lost income from fishing restrictions, for example, crafts and ecotourism); in Salt Range.</p> <ul style="list-style-type: none"> - Inability of PWP to generate additional co-funding put at risk the completion of the Project at the planned level. - The planned financial advisory sub-committee of the PSC to establish mechanisms for long-term financial sustainability had not been set up. 				<p>reduced forest clearing (?).</p> <p>1.3 Forest cover from 4.8% to 5.2%.</p> <ul style="list-style-type: none"> • Project not obviously related to this, but again WWF makes some connection to forest management. <p>(2011-2012)</p> <p>1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.</p> <p>1.1 Number of action plans developed and implemented.</p> <ul style="list-style-type: none"> • Wetland management plans were developed but

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
(SRWC) and North- west Alpine Wetlands Complex (NAWC).							<p>implementation not very apparent, due to lack of financial contributions.</p> <ul style="list-style-type: none"> • However, Provincial and community wetland committees apparently still in place. <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> • Yes, activities were undertaken in four wetland complexes, but not all sustained (some ongoing community income generation schemes). <p>2. Environment mainstreamed across the development sector plans and programmes.</p>

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							<p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> NWCS that was produced would embrace relevant sectors such as fisheries and agriculture, and water conservation, etc. <p>2.2 Number and type of livelihood programmes addressing climate change issues at the local level.</p> <ul style="list-style-type: none"> Not explicitly linked to climate change, but there is an obscure connection to introduction of renewable energy in communities.
Overall Conclusions: A long and ambitious project that was implemented in a programmatic manner that did not have sustainability of all outputs factored in from the beginning.							

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
While awareness of the importance of wetlands appears to have been raised in Pakistan, the actual uptake of effective management plans and sustainability, with full community engagement appears to be elusive, or at least patchy. There have been contributions to policy development, which is positive, but again the residual issue is how to activate policies on the ground. The project can be classified as correct in its theme and general approach (design generally OK), but only moderately successful in achieving sustainable results (the evaluators are somewhat ambivalent about the reality of overall success of this project).							
<p>2. CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan</p> <p>Project start date: Jan 2009 Project end date: June 2012²⁰</p> <p>Main Partners: -SUSG-C Asia (Sustainable Use Specialist Group) Central Asia</p> <p>Main Expected Outputs:</p> <p>1 - Raising awareness of stakeholders about environmental, economic and</p>	<p>- The project is a well-conceived and timely initiative, highly relevant for Balochistan, Pakistan and neighboring states with regions of similar dry-land ecosystems subject to unsustainable land use. The biggest strength of the project design is the recognition of "poverty-environment nexus" to be addressed at two levels: 'first, concern was to focus more on the provincial and district levels of the country, in keeping with the devolved nature of development issues. The second concern was focusing on national needs and responding to global</p>	<p>- During the period 2005-2008, project team conducted series of substantial activities, which have been highly cost-effective, carried out efficiently and a good standard of execution. However, some project actions could have been more effective with greater impact if there had been clarity and precision in the project plan.</p> <p>- Notable achievements include: (i) Establishment and strengthening of community organizations (CO; 22 Village Conservation Committees and 6</p>	<p>- A general concern is that limited progress has been made towards establishing an overall system that will be sustainable and replicable without outside assistance.</p> <p>- Project team has done well in terms of establishing, explaining and promoting the project concept among the diverse stakeholders.</p>	<p>- ?</p>	<p>- Formulation process took several years before operations began and it was important for aspects of the design such as costs and salary scales to be adjusted at intervals during the project's life. There should have been better adaptive management.</p> <p>- Several projects can be implemented together within a common program framework to achieve greater impact. However, with long project design phase and delayed start-up, building linkages between projects/programs in the same focal area could be difficult due to different implementation stages of projects that are seen as complementary but in practice are difficult to synchronize²⁴.</p>	<p>- ?</p>	<p>(2009-2010)</p> <p>1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis:</p> <p>1.1 Environmental issues integrated in Ten Year Plan and PRSP.</p> <ul style="list-style-type: none"> Balochistan-focused development, which is good, and informed

²⁰ Summary of Progress Report 2011 (Project Snapshot)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
social benefits of conservation through scientific knowledge, awareness materials, campaigns and sustainable land use demonstration in Chagai Conservancy. 2 - Developing enabling environment for community based conservation management by networking and sharing of experiences, advocacy support and facilitating review and reforms in policies and regulations for community empowerment. Component 3 - Strengthening capacity of communities, NGOs and government	environmental concerns ²¹ . - The project design, as illustrated by the Project Proposal, is quite sound. It is well laid out and in general easy to follow. Therefore the terminal evaluation report concluded that “the project has been carefully designed to meet the national (BAP, NCS, BCS, etc.) and international (MEAs) obligations to meet its objectives”.	Resource User Groups) to be involved in the conservation and development programs; (ii) effective cessation of hunting and trapping of native wildlife in the 2 project areas and improvement in livestock, fodder and wheat production; (iii) training and study exercises for government officials, teachers and CO members, including micro-credit; (iv) development of a forest policy and revision of the Balochistan Forest Act ²² . - Overall, the performance of the Project has been Highly Satisfactory. Key reasons for this			- The Project also introduced some innovative/new ideas such as the development of community-based reptile conservation and trade, though still not successful due to some administrative/bureaucratic hurdles.		the Forest Policy. 1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998). • Irrelevant, but some reference to energy efficiency. 1.3 Forest cover from 4.8% to 5.2%. • Not really related. (2011-2012) 1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan’s environmental challenges. 1.1 Number of

²⁴ Mid-Term Project Evaluation July 2008 (iii-iv)

²¹ Terminal Evaluation Report June 2012

²² Mid-Term Project Evaluation July 2008 (i-ii)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
institutions by providing technical advice and trainings. 4 - Strengthening of Conservancies and establishment of management regimes for conservation and sustainable use of biodiversity including surveillance to check grazing, fuel-wood cutting and poaching, restoration of degraded habitats and biodiversity assessment and monitoring. 5 - Improved livelihoods through better livestock and range management practices, sustainable agriculture production, value added processing of medicinal plants, community managed Trophy		ranking are that the Project had already achieved almost all of its targets in a timely manner and on- budget with the participation of multiple stakeholders while using a flexible approach to implementation. - Water is severely scarce in the area and conservation / development of water resources can boost economic activities in the area. Project activities in water sector are admirable ²³ .					<p>action plans developed and implemented.</p> <ul style="list-style-type: none"> • Yes, quite good, with community plans implemented and apparently successful. <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> • Yes, community level activities undertaken. <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> • Contribution to Balochistan forest policy

²³ Terminal Evaluation Report June 2012 (iii-iv)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
hunting, reptile trade and snake venom collection enterprises to support conservation and reduce pressure on habitats, and improving access to micro-credit.							and revised Forest Act, but status of implementatio n unclear. 2.2 Number and type of livelihood programmes addressing climate change issues at the local level. • Not directly linked to climate change.
Overall Conclusions: This project seems to have been fairly well-conceived and implemented, with an appropriate focus on a wide range of stakeholders, and introduction of some innovations that apparently have been sustained. There do not appear to have been any serious flaws, in either design or implementation, although there is a lingering concern about long-term sustainability of the initiative.							
3. Conservation of Balochistan Junipers through Community Participation Project start date: April 2007 Project end date: March 2012 ²⁵ Main Partners: IUCN Pakistan Main Expected	- Relevant project design, as the juniper forests have been under pressure to meet the fuel wood demand for local households, offices and hotels, fencing of agricultural lands, and timber for use in construction. Since the juniper forests have to perform a very useful function of watershed protection besides	- The project has done well, has identified a relevant issue to address, and has undertaken interventions that are owned by the community and the implementing partners, especially IUCN and Government of Balochistan. - However, since this is the beginning	- Most of the interventions that were planned to address the critical issues were achieved to a large extent through a well planned LFA, developed through participation of the key stakeholders ²⁷ .	- Women received training in income generation activities, but generally incorporation of gender issues was considered to be weak.	- The project outcomes and outputs, though highly desired, were overly ambitious for the nature of the problems and issues, possible political interference, community attitudes towards outsiders, the heterogeneous nature of the local cultures etc. - There are many initiatives addressing junipers and risk of duplication/ lack of	- ?	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with

²⁵ Summary of Progress Report 2011 (Project Snapshot)

²⁷ Terminal Evaluation Report (Draft 2012) (i-ii)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
Outputs: <ul style="list-style-type: none"> Establish organization structure in selected villages and conduct social & needs assessment Measures to mainstream biodiversity into various sectors including livestock, energy, hunting, watershed management, construction and tourism and establish linkages with private sector Measures to combat die off developed and implemented Highlight significance of Juniper Forest Ecosystem at local, regional and global level Build capacity for up-scaling, 	being home to diverse biological and ecological resources, their conservation has been a top priority for almost all concerned; however, no significant efforts were visible through the past for the conservation of these forests. This was a major challenge that the project desired to address. <ul style="list-style-type: none"> The project seems to have considered most of the ground realities in its designing stage and had identified the real issues to be addressed. 	and largely a demonstration project hardly being witnessed and participated by about 18% of the entire juniper ecosystems, much needs to be done. <ul style="list-style-type: none"> In general, there is more realization on part of the general public regarding the importance and need for the conservation of Juniper ecosystem; the target communities are better trained. There are better linkages between the community of juniper ecosystems and the custodian department and other key stakeholders. There is an issue with lack of realistic alternatives to replace fuelwood, so some existing pressures will continue. The Balochistan 	<ul style="list-style-type: none"> The community seems motivated enough to continue with the needful interventions that are in their best interest of long term survival; there is better understanding regarding the goods and services that the juniper ecosystem provides. Interest in World Heritage Site status, which is positive, but may not solve community resource needs. 		synergy. <ul style="list-style-type: none"> Alternatives such as solar, LPG, and efficient stoves, etc. may not be sustainable, due to lack of added-value demonstration and constraints in availability. 		emphasis on poverty reduction and with quality gender analysis: 1.1 Environmental issues integrated in Ten Year Plan and PRSP. <ul style="list-style-type: none"> Convergent with environmentally sustainable development, but not evident in specific documents. Could be protected under UNESCO. 1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998). <ul style="list-style-type: none"> Trying to reduce CO₂ by replacing fuelwood with other energy sources. 1.3 Forest cover from 4.8% to 5.2%. <ul style="list-style-type: none"> Attempting to

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>replication and dissemination, notably in government departments</p> <ul style="list-style-type: none"> Successful approaches replicated across all Juniper forest ecosystems and where appropriate, across Pakistan and countries with similar threats and ecosystems. 		Government is keen to continue with the efforts of protecting the juniper landscape against odds ²⁶ .					<p>maintain forest cover. (2011-2012)</p> <p>1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.</p> <p>1.1 Number of action plans developed and implemented.</p> <ul style="list-style-type: none"> Juniper-specific action plans developed and trying to scale up to World Heritage Site. <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> Yes, various related to

²⁶ Terminal Evaluation Report (Draft 2012) (i-ii)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							<p>communities and local government.</p> <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> • Yes, as above, juniper forest management explicit in plans and programmes in Balochistan. <p>2.2 Number and type of livelihood programmes addressing climate change issues at the local level.</p> <ul style="list-style-type: none"> • Not explicitly related to climate change, but energy efficiency was

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							factored in.
Overall Conclusions: Generally well-conceived and involved with the right set of stakeholders, addressing an important habitat issue. Somewhat complicated by other initiatives in the same area, so accountability for results is a bit obscure. The potential sustainability of specific initiatives is still a concern, as the juniper forest is a critical natural resource base for local communities, and very practical alternative sources of energy and income need to be readily available to reduce pressure on the forest.							
4. Sustainable Development of Utility Scale Wind Power Production (Phase I) Project start date: November 2006 Project end date: August 2011 ²⁸ Main Partners: AEDB (Alternate Energy Development Board) Main Expected Outputs: -Wind map of selected areas and detailed wind resource assessments for commercially promising micro sites. -Wind power policy	- The project design was certainly relevant, as it dealt with a critical energy issue, and was deemed to be moderately effective in its utility and implementation approach. - With an estimated 15 GW available, Pakistan's power demand exceeds supply by an estimated 5 GW. Blackouts occur several times a day in major cities, putting a major strain on industry and society. Power supply is currently a mix of mostly hydropower, fuel-oil generation, and natural gas generation. Due to rising costs of fossil fuel imports,	- The Project was rated Moderately Satisfactory for overall results achievement. - For example, investors indicated strong improvements in investment environment for wind since project launch, including: streamlining of approval documents, more attractive tariffs, and guarantee money/deadlines required of investors. - AEDB noted many improvements including: sovereign guarantee, presence of EPC contractors in-country, and	- Project praised for getting investor and policy-maker feedback. - Sustainability rated as Moderately Likely (ML) based on the four sustainability sub-ratings: financial (ML), socio-political (ML), institutional (ML), and environmental (Likely) ²⁹ . - But, it is clear that there has been no significant investment in wind power as a result of the	- Not suitable for gender issue incorporation.	- Large investments probably require additional factors (legal, political, security, etc.) in place that the project did not address, or could not, especially after it closed. - There is no effective institutional structure in place to push wind power (although AEDB would normally be expected to do this, given the research and information generated by the project).	- The M&E system was rated as moderately successful, as appropriate care was taken in design and implementation, but the system could not effect change when problems were identified ³⁰ . - Strong criticism voiced for delays and high management costs.	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis: 1.1 Environmental issues integrated in Ten Year Plan and PRSP. • Yes, wind power should be a key feature of a sustainable

²⁸ Terminal Evaluation Report August 15, 2011

²⁹ Terminal Evaluation Report August 15, 2011 (i-iii)

³⁰ Terminal Evaluation Report August 15, 2011 (i-ii)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
package -Project facilitation for private sector investment and improved financial instruments for sustainable grid connected wind energy development by establishing criteria and methods for provision of sustainable financing -Training and mainstreaming for RE by supporting awareness building and training of key government sector personnel and targeted AEDB/PPIB staff, building local capacity to assess and evaluate potential wind farm sites, enhancement of local manufacturing and technical capacity for the construction and operation of wind farms and provision of easily accessible market	government is keen to develop indigenous sources, including wind energy.	(attributed directly to the project) change in grid code, EIA capabilities, and increased capacity of NTDC to assess grid-connection feasibility studies. - The investment environment has improved and the project did contribute. Investors most enthusiastic about project workshops/training.	project, although five high-wind areas were assessed, and wind masts were apparently installed.				energy strategy. 1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998). <ul style="list-style-type: none">Yes, it should have contributed to reduction in the carbon footprint. 1.3 Forest cover from 4.8% to 5.2%. <ul style="list-style-type: none">Not really relevant. (2011-2012) 1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges. 1.1 Number of action plans developed and implemented.

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
services and info to private investors.							<ul style="list-style-type: none"> • Yes, it was directly engaged in activities that would have facilitated AEDB in its mandate. <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> • Yes, new in the sense of developing wind power, but not realized on the ground. <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> • It was consistent with stated policies to promote

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							renewable energy. 2.2 Number and type of livelihood programmes addressing climate change issues at the local level. <ul style="list-style-type: none"> It should have offset carbon dioxide emissions, but not realized on the ground.
Overall Conclusions: This project was certainly addressing a critical need (energy supply gap) and with a realistic and available renewable energy source. It also was correctly focused on site-specific technology testing and creating an enabling environment for private sector uptake. The project seems to have not quite gone far enough (lack of time? and possibly institutional lack of capacity) and wind power in Pakistan has not developed as planned. This project can be rated as conceptually sound, but lacking in any sustained results and uptake.							
5. SLMP - Sustainable Land Management to Combat Desertification in Pakistan Project start date: Feb 2008 Project end date: Jun 2011 ³¹ Main Partners: -Ministry of Environment	- Unsustainable land management practices are creating significant environmental problems in Pakistan including, soil erosion, flash floods, deforestation, and inefficient use of water resources. As a result, dry land areas across the country are faced with increasing desertification. This land degradation will continue at an	- Overall, the performance of the Project has been evaluated “Satisfactory” for: (i) Achieving most of its targets with the participation of multiple stakeholders while using a flexible approach to implementation; (ii) Introducing innovative/new ideas such as the	- Good participation of multiple stakeholders. - Trust of Provincial Governments assumed, and co-financing evident. - Exchange trips in China and Nepal. - Currently, the project is being	- Women were apparently involved in activity planning.	- Flexible approach to implementation, with appropriate focus on trials, then scaling-up once community acceptance was known and assured. - Innovations in the development of community-based funds. - There have been some issues with assigning human resources to the Project, such as an eight month delay in the beginning due to a recruitment ban imposed	- Key gaps identified in the Project have been the process vs. outcome oriented approach which led to the inclusion of large number of activities and targets to be achieved over a brief two year period, and	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on

³¹ Summary of Progress Report 2011 (Project Snapshot)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
Main Expected Outputs: <ul style="list-style-type: none"> • Appropriate policy reforms for SLM recommended and mainstreamed into sectoral planning. • National Criteria & Indicators (C & I) developed for SLM • National Desertification Control Fund (NDCF) Established • Institutional capacity at National, Provincial and Local levels strengthened and apex bodies for coordination of desertification control measures formed • Knowledge generated for sustainable land management • SLM Information System based on GIS database developed and SLM practices at feasibility study/demonstration sites assessed • Targeted activities 	<p>accelerated pace to the detriment of structural and functional integrity of ecosystems.</p> <p>- The five proposed project outcomes were relevant to address the problem of unsustainable land use management, through activities aimed at mainstreaming SLM practices in national and provincial plans and policies; building national capacity in SLM; and piloting demonstration activities in dry land areas of four provinces in the country.</p> <p>- The overall goal of the Project was (is still) to combat land degradation and desertification in Pakistan in order to protect and restore ecosystems and essential ecosystem services that are key to reducing poverty.</p> <p>- Considering that the Project was initiated at a time when there was</p>	<p>development of community-based SLM funds and devising Village Land Use Plans-VLUPs, and (iii) Gaining trust of the Provincial governments to contribute co-financing for the Pilot and Up-scaling Phases.</p> <p>- The Project is aligned with the current on-ground SLM situation in the country and with policy and planning measures of the Government of Pakistan, GEF, UN, and UNDP. The Log Frame is mostly target oriented and the Project has met its major targets.</p>	<p>implemented primarily in partnership with a wide range of government departments and entities which are contributing to capacity building of government staff across the NRM sector. But these efforts are likely to be restricted at the respective district level due to absence of macro policy development by the GoP.</p> <p>- The Project has largely overlooked the catalytic role of the vibrant international development sector working in all parts of Pakistan. These potential partnerships would</p>		<p>by the GoP. The project has depended largely on the strong commitment of the Government of Pakistan and the involvement of key stakeholders, in particular those at the community level.</p>	<p>absence of a systematic impact monitoring mechanism.</p> <p>- However, national criteria and indicators defined for SLM.</p>	<p>poverty reduction and with quality gender analysis:</p> <p>1.1 Environmental issues integrated in Ten Year Plan and PRSP.</p> <ul style="list-style-type: none"> • Yes, SLMP was totally convergent with environmentally sustainable development and responding to UNCDD mandate. • Informed the National Forest Policy. <p>1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).</p> <ul style="list-style-type: none"> • Not directly related to CC mitigation. <p>1.3 Forest cover from 4.8% to 5.2%.</p> <ul style="list-style-type: none"> • Not specifically addressing forest areas.

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
in all four provinces for SLM. • Lessons learned document and disseminated	little country emphasis on SLM, dividing the Project's implementation into two phases of Pilot and Up-scaling is reflective of sound design strategy ³² .		otherwise present a significant potential for grass root replication of the technical knowledge generated and practices established through the Project. - The Project has mostly worked through minimal staffing levels and has leveraged the role of existing government infrastructure by working in collaboration with various Line Departments and research institutions across the project area. - Sustainability is based on the implementation				(2011-2012) 1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges. 1.1 Number of action plans developed and implemented. • Production of VLUPs is positive and community- oriented. 1.2 Number of new environmental initiatives undertaken. • Many on-the- ground demonstration s were undertaken, and some sustained.

³² End of Project Evaluation Report December 2011 (i-iv)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
			of the subsequent up- scaling phase and also buy-in from the government for measures which require policy impact ³³ .				<p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> Was responding to the UNCDD obligations, and directions given in national policies and plans. <p>2.2 Number and type of livelihood programmes addressing climate change issues at the local level.</p> <ul style="list-style-type: none"> In some cases, development of local adaptation measures (terracing, and

³³ End of Project Evaluation Report December 2011 (i-vi)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							traditional drainage/ agriculture systems, etc.).
Overall Conclusions: This project can be rated as relatively successful in addressing an important issue pervasive in Pakistan, and engaging the required range of stakeholders, with an emphasis on location-specific issue identification (in many areas) and trial innovations with good community engagement. It is understood that a Phase 2 is on its way, which will help solidify gains from the first phase.							
6. NEIMS - Establishment of National Environmental Information Management System Project start date: Jan 2005 Project end date: November 2011 ³⁴ Main Partners: - Ministry of Climate Change Main Expected Outputs: -To review and analyze the current situation of environmental data/ information management in Pakistan	- Certainly relevant, as the state of environmental data and information in Pakistan remains extremely poor. Consequently, availability and accountability of accurate environmental information remains a major obstacle to informed decision making in the context of sustainable development. - The project was designed in line with the provisions of the National Environment Policy, Pakistan Poverty Reduction Strategy Paper and Medium-Term Development	- Major achievements to- date (as per 2011 project update) include: (i) Inception Report and First Draft Mid-Term Report prepared by SUPARCO on the development of Temporal Environmental Monitoring Application and Analysis of dominant Environmental changes at national level; (ii) Inception Report prepared by LCWU on the study of conversion of agriculture and other lands into human settlements, industries to	- Lack of ownership has precluded development of products that would have "sold" other agencies on the utility of the system. Therefore, there has been no uptake.	- Not obviously geared to these issues.	- There have been delays in implementation of the project due to frequent transfers of key government officials over a short period of time, and coordination issues between the national implementing agency and the provinces/nodal agencies/line agencies. - Issues also included inadequate provisions to retain the staff through development budgets and for sustainable operation and maintenance of equipment, technologies, tools and systems and databases in the non- development budgets of all organizations / agencies where databanks will be established ³⁷ . - Apparently there were initially too many	- ?	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis: 1.1 Environmental issues integrated in Ten Year Plan and PRSP. • Could have informed any development

³⁴ Summary of Progress Report 2011 (Project Snapshot)

³⁷ Project Annual Report 2007 (ii-iii)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>-To establish an appropriate institutional and technical framework for NEIMS Pakistan</p> <p>-To develop sector-specific and inter-sectoral database of existing environmental information in the country</p> <p>-To establish functional National Environmental Information System</p> <p>-To build and strengthen the capacities of key organizations involved in establishment and sustainable operation of NEIMS</p>	<p>Framework (2005-2010) with the goal of contributing to promotion of sustainable development through building the national capacity in developing, managing and utilizing environmental information for informed decision making³⁵.</p>	<p>become the basis of zoning; (iii) a province-wise brief digest on statistical environmental data on the agriculture, climate, forestry, water, atmosphere, energy and land and (iv) Sector and Inter-Sector databases on Environment (Air Quality Standards, Water Quality Standards, Public health and power generation)³⁶ (but not functional).</p> <p>- A State-of-the-Environment report has still not been produced, so information is not useful and accessible to inform any environment or climate change interventions.</p> <p>- Training in GIS.</p>			<p>environmental indicators to be incorporated into the system, which was overwhelming (provinces could not collect and organize the information).</p> <p>- Institutions were not willing to share their data (concern about potential criticism of the quality of the data) and not knowing the eventual disposition of information).</p>		<p>plan or strategy, but did not.</p> <p>1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).</p> <ul style="list-style-type: none"> • Not related. <p>1.3 Forest cover from 4.8% to 5.2%.</p> <ul style="list-style-type: none"> • Not related. <p>(2011-2012)</p> <p>1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.</p> <p>1.1 Number of action plans developed and implemented.</p> <ul style="list-style-type: none"> • Capacity should have

³⁵ Project Document September 2005 (i-ii)

³⁶ Summary of Progress Report 2011 (Project Snapshot)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							<p>been built for information collection and analysis, but it was not sustained and did not show up in action plans.</p> <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> • Not really relevant, but could have informed any new environmental initiative, if in place and accessible. <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> • Not directly related.

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							2.2 Number and type of livelihood programmes addressing climate change issues at the local level. • Not relevant.
Overall Conclusions: While needed (better environmental information management and dissemination), the project has not been successful, as the local capacity and willingness to work on detailed data collection and organization, and then feed that into a functional system, has never really been there. There was universal agreement that the project has fallen well short of its original objectives.							
7. One UN Joint Programme on Environment Project start date: Jan, 2009 Project end date: Dec, 2012 ³⁸ Main Partners: - N/A Main Expected Outputs: - N/A	- This UN Joint Programme Environment (Env-JP) is a logical outcome of the Environment Situation Analysis and the UNDAF Review for Environment carried out in 2007, and the series of consultative meetings held with members of the Environment Thematic Working Group (TWG) and the Government during 2007-2008. - Briefly, the Env-JP has intended to work towards the programme goal of creating an “enabling environment for improved	- First Draft of the National Climate Change Policy developed and shared with Core Group on Climate Change at Federal Level. Consultative meetings held with the province of Punjab, PukhtunKhwa, Gilgit Baltistan, Balochistan, Sindh and AJ&K - The work on Adaptation and Mitigation action plans has been completed ⁴⁰ ; just undergoing review. - 20 Grassroots Initiatives (GRIP)	- The GRIP initiatives have allowed direct consultation and engagement with CSOs across Pakistan, addressing the full range of environmental challenges, which will certainly help to build capacity on the ground (but provinces would like more knowledge of what the CSOs are doing). - The	- While there is high degree of engagement with local communities, explicit reference to gender equality (and human rights) is not evident, except in four specific GRIP projects. - Clearly, however, many of the projects dealing with household and community issues will benefit women (and children).	- This initiative has operated as a “programme” and has covered the range of policy development and community-based initiatives that hit all priorities. Engagement of Provincial Departments has been effective, these all managed effectively as small grants, with oversight by Provincial Implementation Committees.	- One UN (Environment) has been operating as a separate project office, and seems to have a relatively good M&E system, as project data are comprehensive and up-to-date (but monitoring of individual GRIPs has been challenging). - A concern is that there is no documentation for the US\$ 6.2	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis: 1.1 Environmental issues integrated in Ten Year Plan and PRSP.

³⁸ Summary of Progress Report 2011 (Project Snapshot)

⁴⁰ Summary of Progress Report 2011 (Project Snapshot)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
	environmental management and development” through implementation of various programme components involving various UN agencies and partners ³⁹ . - Initial targets were development of the National Climate Change Policy (appropriate), and implementation of both community and public sector environmental management initiatives, covering the full range of issues in Pakistan (also an appropriate design).	have been completed, with two still in progress and two suspended. These cover management of natural resources, public awareness-raising, climate change issues, forest rehabilitation, solid waste management, ecotourism, irrigation canal improvement, watershed management, biogas, hospital waste management, water conservation, and so on. - 15 Public Sector Projects are underway, addressing watershed management, biodiversity conservation, irrigation schemes, re-forestation, rangeland conservation,	consultations required for the CC Policy have also created a wide range of engagement for climate change management, including provincial level considerations. - The Public Sector (PIC) projects have created an opportunity for direct Provincial Department engagement in environmental initiatives (but capacity for implementation is still constrained). - Overall the wide range of engagement and the full spectrum of environmental issues, with on-the-ground demonstrations			million “project” (within the overall One UN Programme concept, Joint Programme Environment) that would create accountability and performance measurement against original expectations for the \$6.2 million. The initiatives identified here are bundled apparently as a “project” for UNDP reporting purposes.	<ul style="list-style-type: none"> • National CC Policy was produced and accepted by Parliament, and action plan being developed. • National Sustainable Development Strategy dialogue was advanced and presented at Rio+20. • Concepts incorporated into the 5-year National Plan (2011-2015). • Informed the National Forest Policy and the Energy Conservation Act. <p>1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).</p> <ul style="list-style-type: none"> • Some small

³⁹ Summary of Progress Report 2011 (Project Snapshot)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
		<p>REDD, Ramsar-related activities, etc.</p> <ul style="list-style-type: none"> - Apparently support has also been provided to the GEF Cell in the MoCC. - Environmental tribunals activated at the provincial level. 	bodes well for ownership, uptake, and replication.				<p>initiatives on energy efficiency could contribute.</p> <p>1.3 Forest cover from 4.8% to 5.2%.</p> <ul style="list-style-type: none"> • Some PICs address reforestation, consistent with this. <p>(2011-2012)</p> <p>1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.</p> <p>1.1 Number of action plans developed and implemented.</p> <ul style="list-style-type: none"> • CC action plan is being developed, with Provincial actions

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							<p>anticipated.</p> <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> The GRIPs and PICs are all environmental initiatives. <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> CC actions being defined and could be implemented. <p>2.2 Number and type of livelihood programmes addressing climate change issues at the local level.</p> <ul style="list-style-type: none"> Several of the GRIPs are directly related to

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							climate change.
Overall Conclusions: The evaluators feel that this “project” has covered many important elements (policy development, extensive consultations, engagement of federal and provincial stakeholders), and has supported community and provincial implementation of projects that address the full spectrum of environmental issues in Pakistan. It is not entirely clear that it was actually conceived from the beginning to do all this, but it is nevertheless apparently successful in hitting just about everything, relatively well.							
<p>8. PEECH- Reducing Pressure on Forest Resources and CO2 Emissions through Provision and Promotion of Housing Technologies</p> <p>Project start date: April, 2009 Project end date: March, 2013⁴¹</p> <p>Main Partners: - AKPBSP (Aga Khan Planning and Building Service, Pakistan)</p> <p>Main Expected Outputs: 1 - Communication strategy for raising awareness of EE&HI products and technologies.</p>	<p>- Building upon previous and ongoing research and development work under the Building and Construction Improvement Programme (BACIP), the project titled “Promotion of Energy Efficient Cooking, Heating and Housing Technologies (PEECH)” aims to curb CO₂ emissions from deforestation and forest degradation from unsustainable use of wood for building and energy purposes in Gilgit- Baltistan and Chitral. - Project design is therefore very relevant and sharply focused.</p>	<p>- Per the latest Annual Progress report available, it can be concluded that the project achieved the following: (i) Energy efficient cooking and heating devices installed and replicated in approximately 8000 households; (ii) After regular consultations with representatives of the Pakistan Engineering Council (PEC) Islamabad and GB, the proposed Energy Efficient and Earthquake Resistant Building Guidelines have been shared with the Chairman of the Department of</p>	<p>- There has been strong interaction with local communities and local private sector, which reflects benefits seen on all sides, addressing both household costs and risks, and the need for small business opportunities in these areas.</p>	<p>- It is implicit that household energy efficiencies will bring benefits to women (and all family members), including women’s health, and less time spent foraging for fuel)freeing up time for education and entrepreneurship .</p>	<p>- Besides socio-political unrest, Gilgit-Baltistan and Chitral region is also prone to various natural disasters. While this factor has/had numerous counter-productive consequences, at the same time it has also enabled communities to better understand the need for safer habitats; this has meant that communities are more willing to incorporate disaster resistant construction techniques in their villages⁴².</p>	<p>- AKPBSP seems to have a strong grip on the project and maintains the required engagement between all participants.</p>	<p>(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis: 1.1 Environmental issues integrated in Ten Year Plan and PRSP. • Development of building codes and energy efficiency</p>

⁴¹ Summary of Progress Report 2011 (Project Snapshot)

⁴² Annual Review Report January – December 2012

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>2 - Training Modules for capacity building in manufacturing and utilizing EE technology developed and institutionalized in at least 2-3 key teaching institutions.</p> <p>3 - Hands on training for local entrepreneurs in EE&HI products and technologies.</p> <p>4 - Development of Building Codes and Construction Standards for rural housing.</p> <p>5 - Installation and demonstration of EE and HI products and Technologies and generating database.</p> <p>6 - Conducting Project baseline and Monitoring, Learning & Evaluation</p>		<p>Earthquake Engineering NED-UET, Karachi as part of the review process; (iii) To incorporate the proposed Energy Efficient and Earthquake Resistant Building Guidelines, announcements were made seeking applications from potential beneficiaries. A total of 150 applications were received from different people hailing from all project villages. 23 buildings were identified to carry out the planned intervention and physical work has been initiated; (iv) more than 100 local manufacturers and artisan have been trained in making energy efficient home devices.</p> <p>- After development of seismic risk and hazard assessment maps and</p>					<p>guidelines should contribute to national strategies.</p> <ul style="list-style-type: none"> Promotion of local market forces is consistent with Pakistan development strategies. <p>1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).</p> <ul style="list-style-type: none"> The project addresses directly reduction of GHG emissions. <p>1.3 Forest cover from 4.8% to 5.2%.</p> <ul style="list-style-type: none"> Should contribute to reduced forest clearance. <p>(2011-2012)</p> <p>1. Institutional strengthening and capacity development of environmental</p>

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
		<p>integrated land use plan for a total of four villages of GB and Chitral, the plan was shared with PAC members during the fifth Project Advisory Committee (PAC) meeting at AKF Islamabad. Findings of the assessment report were shared during community dialogues with the community of Sultanabad, Gilgit, one of the selected villages for integrated land use planning.</p> <p>- During the reporting period a total of 903 households were identified for the installation of 1,716 products from the 09-project valleys. The process for the procurement of 1,716 EE products has been started and products are being manufactured for supply and are expected to be</p>					<p>governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.</p> <p>1.1 Number of action plans developed and implemented.</p> <ul style="list-style-type: none"> • Contribution to provincial policies and plans. <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> • Yes, varied at community and private sector levels. <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p>

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
		installed by the end of December 2012 in 903 households. Of the 903 households, 256 have been identified as ultra-poor families for special incentives.					<ul style="list-style-type: none"> The entire intervention is pro-sustainable development. 2.2 Number and type of livelihood programmes addressing climate change issues at the local level. <ul style="list-style-type: none"> Totally convergent with local climate change issues (both mitigation and adaptation).
Overall Conclusions: This project has a sharp focus (geographically and thematically) and has very clear practical applications that apparently have reached a large number of stakeholders. Good engagement with on-the-ground initiatives and work on creating enabling environments for technology uptake (policies, guidelines, and financing mechanisms). The project seems to be quite well-managed and well-documented.							
9. PURE – Productive Use of Renewable Energy Project start date: July 2010 Project end date: June 2014 ⁴³ Main Partners: - AEDB (Alternate Energy	- PURE responds to Pakistan's rural development priorities by promoting income-generating agricultural and agro-processing practices, rational use of natural resources and poverty alleviation. - Income-generating productive uses of	- The project has been very slow in terms of its progress towards initiating the on-ground activities and mobilizing the project resources. The project coordinator was hired on 7 July 2010 after one year of the	- Apparently there are issues regarding uptake of the project (concern about use and payment of electricity from micro-grids for businesses).	- ?	- Perhaps issues with the Implementing Partner and how they have engaged with local communities. - There was a <i>post facto</i> collaboration between AEDB and AKRSP that has not been fully operationalized.	- This project has bogged down and is being discussed with regard to recent reviews.	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in

⁴³ Summary of Progress Report 2011 (Project Snapshot)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>Development Board)</p> <p>Main Expected Outputs:</p> <ol style="list-style-type: none"> 1. MHP planned, designed, financed and constructed in 103 selected sites. 2. Local capacities strengthened for MHP management and operation. 3. Investments in and financing of productive uses and income-generating opportunities and local capacities strengthened for the same. 4. Participatory management of natural resources in the the watershed areas of the MHP stations. 5. Self-managed unit to promote MHP development in Chitral District. 6. Capacity strengthening of 	<p>mini/micro hydro power plants (MHP) are this project's sustainability foundation. Additional income generated at the local level will allow end users to pay for energy services, thus ensuring sufficient funds for adequate operation and maintenance services, instead of the traditional malpractice in Pakistan of setting tariffs in off-grid systems that do not cover O&M cost affecting reliability in the long run⁴⁴.</p> <p>- Conceptually, the project design is appropriate, but perhaps has not adequately anticipated practices and institutional issues, and expected slow uptake of innovation by local communities.</p>	<p>project document signing. The project is still moving at a very slow pace even after the project coordinator has come on board⁴⁵.</p> <p>- 10 MHPs sites were initially selected for carrying out the intended PURE activities and study on installation & application of ELC's at mini/micro hydro power plants (MHPs) in Pakistan was conducted.</p> <p>- Feasibility study for establishment of repair & maintenance workshop for MHPs and sustainability assessment of 10 MHPs sites in Chitral, Gilgit and Skardu for PURE project implementation has been carried out.</p> <p>- Training Needs Analysis (TNA), and</p>	<p>- Traditional use of fuel wood and daily electricity use patterns are still impediments, apparently (uptake will be very slow).</p>				<p>national development planning, with emphasis on poverty reduction and with quality gender analysis:</p> <p>1.1 Environmental issues integrated in Ten Year Plan and PRSP.</p> <ul style="list-style-type: none"> • If actually completed, it is consistent with policies to promote renewable energy use and enhancement of rural livelihoods. <p>1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).</p> <ul style="list-style-type: none"> • Should be replacing non-renewable energy sources (it is doing that,

⁴⁴ UNDP Project Document

⁴⁵ GEF Study 2012

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
MHP sector (private, NGOs, Govt). 7. Proposed strategy for electricification of rural areas. 8. Dissemination of information of Pure- Chitral project results and international experiences with renewable energy development and productive uses of energy.		EIA of stone crushing unit in district Chitral has also been completed ⁴⁶ . - Current status is unclear to evaluators.					<p>CDM AKRSP part).</p> <p>1.3 Forest cover from 4.8% to 5.2%.</p> <ul style="list-style-type: none"> Should be a reduction in forest cutting for fuelwood. <p>(2011-2012)</p> <p>1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.</p> <p>1.1 Number of action plans developed and implemented.</p> <ul style="list-style-type: none"> If completed, should be actual implementatio n of RE in productive use (small

⁴⁶ Summary of Progress Report 2011 (Project Snapshot) (ii-iv)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							<p>businesses).</p> <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> • Yes, in theory, it is a new and appropriate initiative. <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> • Yes, it is RE within rural development (small business level). <p>2.2 Number and type of livelihood programmes addressing climate change issues at the local level.</p> <ul style="list-style-type: none"> • Yes, it is addressing RE

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							opportunities (CC mitigation).
Overall Conclusions: This project consistently drew an uncomfortable reaction from everyone engaged in the evaluation, and there was little discussion of the specific reasons (it is understand a recent review of the project is still stuck; not all parties signing off). The main difficulty seems to lie with the abilities/ capacities of the Implementing Partner (meetings were not set up with AEDB, so details could not be explored). In any case, what may have been well-conceived in design did not come to fruition, apparently.							
10. BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling Project start date: May 2009 Project end date: June 2012 ⁴⁷ Main Partners: - ENERCON Main Expected Outputs: -BRESL will facilitate the transformation of the manufacture and sale of energy- efficient appliances and equipment through: 1) A regional initiative in	- BRESL is aimed at rapidly accelerating the adoption and implementation of energy standards and labels (ES&L) in Asia, and in so doing bring about energy savings from the use of energy efficient appliances/equipment. The establishment of effective energy efficiency standards and/or labels leads to a more sustainable energy future as energy standards and labels are generally introduced through a formalized process leading to a government regulation or endorsement during the project, which once established with a clear government imprimatur and a solid	- As of 2011; (i) Energy Efficiency Testing Protocols have been adopted for fans, motors, energy savers, ballasts, refrigerators; (ii) Minimum Efficiency Performance Standards (MEPS) have been formulated for: CFLs, electronic ballasts and magnetic ballasts, fans, motors labeling; (iii) Procedure for grant of Endorsement Labels has been prepared; (iv) Various designs of logo for Endorsement Label have been prepared; (v) Preparation and	- There has been manufacturer interest in this project and engagement with them at the technical level, as well as some discussion with testing labs. - Policy/ regulatory adoption is required to effectively pull the industry into compliance.	- Not really suitable for gender interventions.	- It is assumed that market forces will allow energy efficient appliances to enter and take over the market place, with possible increased prices being offset by energy savings. - A major issue is the lack of accredited labs to test and certify appliances and maintain checking on an annual basis; this may be a serious "choke-point" in uptake of project results. - Laboratory business models from other countries could be very helpful here, to get more than one laboratory in Pakistan into play.	- ?	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis: 1.1 Environmental issues integrated in Ten Year Plan and PRSP. • Yes, consistent with intention to push energy

⁴⁷ Summary of Progress Report 2011 (Project Snapshot)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
Asia, with provision for general information, tools and training to all interested developing countries in the region plus customized efforts, all with a focus on regional cooperation; and, 2) National technical assistance to 5 developing countries in Asia. -The project will focus largely on capacity building and assisting government, manufacturing, distributing, retail, consumer and environmental stakeholders throughout the Asian region to implement the most cost-effective energy efficiency measure available. In each participating	institutional infrastructure, a properly designed and implemented ES&L program, can effectively transform the market to a higher level of energy efficiency with a gradual ratcheting-up of energy efficiency standards over time. - The project's objective is to cost-effectively deliver an average 10% reduction in total residential and commercial energy use in partner countries at the time of peak impact by the year 2030, compared to a baseline scenario, thereby contributing to more environmentally sustainable and economically efficient development ⁴⁸ . - As such, the project design is certainly relevant and focused.	submission of Summary to the Federal Cabinet, on recommendations for making required interventions by the concerned ministries/ organizations/ for implementation of ES&L regime; and (vi) Energy Efficiency and Conservation Bill prepared and submitted to the Parliament for passage ⁴⁹ .					<p>efficiency.</p> <p>1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).</p> <ul style="list-style-type: none"> Should reduce GHG emissions, when EE appliances hit the market place (25-30% efficiencies expected). <p>1.3 Forest cover from 4.8% to 5.2%.</p> <ul style="list-style-type: none"> Not related. <p>(2011-2012)</p> <p>1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.</p>

⁴⁸ GEF Study 2012 (i-ii)

⁴⁹ Summary of Progress Report 2011 (Project Snapshot)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
country, priority activities will be carried out to help foster each country's preferred process for developing or expanding its ES&L program.							<p>1.1 Number of action plans developed and implemented.</p> <ul style="list-style-type: none"> • Yes, standards and guidelines have been developed. • EE and Conservation Bill drafted (waiting for approval). <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> • Yes, all of it is new and relevant. <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> • Uptake of EE appliances is expected,

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							eventually. 2.2 Number and type of livelihood programmes addressing climate change issues at the local level. <ul style="list-style-type: none"> All of it relates to reduction of GHG emissions (mitigation).
Overall Conclusions: A conceptually sound design for this project and progress seems to have been quite good. Perhaps some of the critical assumptions regarding all required institutions being in place, to put full effect to the project, were too sanguine.							
11. Pakistan Sustainable Transport Project Main Partners: - Ministry of Climate Change Main Expected Outputs: 1 - Transport planning capacity at all levels of government enhanced. 2 - Land-use planning and transport planning more closely integrated and greater attention placed on	- Pakistan's economy has experienced steady growth since 2000. The growth has been accompanied by rising urbanization, higher income and affluence, and an increase in the private ownership of motor vehicles. In the absence of any urban transport policies and sustained investments in public transport, most urban citizens rely either on their private motor vehicles or the informal transport sector for urban transport. The resulting urban	- Just starting.	- Apparently there is some difficulty in delegating a Government partner for the trucking sector initiative. - In addition, the following can be anticipated. - The project would seek to build institutional and individual capacity amongst those involved in urban transport planning so that		- The following can be anticipated. - It is expected that the demonstration projects for sustainable transport will require private sector participation. To date, private-public partnerships in Pakistan have had mixed results. - Failure to attract qualified professionals for sustainable transport institutions. Past development projects have experienced problems with understaffed institutions. Much of this problem is due to higher paying jobs with the private sector and the consequential		(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis: 1.1 Environmental issues integrated in Ten Year Plan

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>environmentally sustainable transport in planning process.</p> <p>3 - Closer coordination and cooperation across different Ministries and initiation of a strategic planning process to prioritize ideas and concepts related to sustainable transport.</p> <p>4 - Clarification of the institutional framework, including the identification of accountable agencies for urban transport.</p> <p>5 - BRT corridor planned, designed, constructed and fully functioning.</p> <p>6 - Study on school bus transportation conducted and pilot schools selected for school bus transportation system introduction.</p> <p>7 - Training workshops targeting key stakeholders</p>	<p>congestion is straining the capacity of the Government of Pakistan to resolve the urban transport issues and fund sustainable solutions. As a consequence, urban areas of Pakistan are experiencing a deteriorating quality of life. Moreover, the economic losses resulting from urban transport congestion are significantly impacting the sustainable growth of the country.</p> <p>- Another factor contributing to the rapid growth in vehicle ownership is Pakistan's large and growing population. Pakistan is now the 6th most populous country in the world. Forty percent of the population is below the age of 15, implying considerable population momentum in the future. The consequences of inefficient urban transport have a direct</p>		<p>such planning is better informed and equipped to sustain the emission growth reduction efforts in the selected cities as well as replicate the efforts in other cities. Without any visible results from institutional strengthening and strategic planning activities, loss of stakeholder interest represents a project risk.</p>		<p>disinterest in working for government institutions.</p>		<p>and PRSP.</p> <ul style="list-style-type: none"> This is potentially totally consistent with more energy efficient transportation systems, which will address both energy and air quality issues. <p>1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).</p> <ul style="list-style-type: none"> Should be contributing to a reduction in GHG emissions (but not yet). <p>1.3 Forest cover from 4.8% to 5.2%.</p> <ul style="list-style-type: none"> Not related. <p>(2011-2012)</p> <p>1. Institutional strengthening and capacity development of environmental governing</p>

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
and publicity campaigns on sustainable transport conducted.	bearing on sustainable development in Pakistan. - Developing and implementing the concepts of rapid transit systems in urban areas, and examining the fuel efficiency of the trucking sector are important and relevant.						institutions to support regulatory frameworks addressing Pakistan's environmental challenges. 1.1 Number of action plans developed and implemented. • Two urban transport systems rationalized and implemented (expected with the project). 1.2 Number of new environmental initiatives undertaken. • Specifically in Lahore and Karachi, addressing two highly populated urban areas. 2. Environment mainstreamed across the development sector plans and programmes.

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							<p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> These should fit nicely within appropriate urban development plans (if fully implemented). <p>2.2 Number and type of livelihood programmes addressing climate change issues at the local level.</p> <ul style="list-style-type: none"> Expected to help reduce GHG emissions (eventually).
Overall Conclusions: Seems to be addressing a critical sector, in terms of potential for energy conservation, but no progress yet, so an assessment cannot be made.							
12. GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan Project start date:	- Global climate changes have created significant challenges for the global community and Pakistan. In particular, a concern is climate change-induced	- Following progress has been made as per the annual Progress Report 2012: (i) The project is now functional, with staff fully hired, offices	- Not enough progress to allow commentary on these attributes.	- ?	- The project was initially planned to be operational in May 2011. This was not done, due to 18th constitutional amendment in the country. The Ministry of Environment was initially the	- Lack of progress is a serious concern.	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>June 2011 Project end date: June 2015⁵⁰</p> <p>Main Partners: - Ministry of Climate Change</p> <p>Main Expected Outputs:</p>	<p>disasters such as flash floods, Glacier Lake Outburst Floods (GLOFs), massive landslides, and avalanches in mountain areas. GLOF is one of the most challenging issues among Climate Change-induced disasters in Northern Pakistan. It has created adverse socio- economic and environmental impacts on lives, livelihoods, infrastructure and rural development in the remote parts of the region⁵¹.</p> <p>- According to a study conducted by ICIMOD (2007), 5,218 glaciers (15,040 sq km) and 2,420 lakes were identified and mapped in Pakistan. Among the identified lakes, 52 lakes have been classified as potentially hazardous, and likely to cause</p>	<p>are established and the field activities have been started. Many of the planned tasks requiring specific expertise have been out- sourced to the relevant government departments, non- governmental organizations, academic institutions and the individual experts to implement the project activities.</p> <p>- As per the Annual Progress Report 2012, (i) the baseline was established through survey reports, capacity need assessment workshops and field documentaries to make the existing situation clear and documented, (ii) communities have formed their</p>			<p>responsible implementing partner. Its mandate was devolved to the provinces in June 2011. The project then started with a six months delay (November 2011).</p>		<p>global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis:</p> <p>1.1 Environmental issues integrated in Ten Year Plan and PRSP.</p> <ul style="list-style-type: none"> • Not really addressing this, as it is concerned with local climate change risks. <p>1.2 Zero increase in CO₂ and NO_x emissions (0.4% of world total 1998).</p> <ul style="list-style-type: none"> • Not related. <p>1.3 Forest cover from 4.8% to 5.2%.</p> <ul style="list-style-type: none"> • Not related. <p>(2011-2012)</p>

⁵⁰ Summary of Progress Report 2011 (Project Snapshot)

⁵¹ Annual Progress Report January – December 2012

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
and centres working on GLOF issues 4. Risk and hazard maps for mountain valleys with the highest GLOF risk and exposure of lives, livelihoods and infrastructure. 5. Preparedness actions for vulnerable communities conducted to reduce risks from GLOF events 6. A community based system for GLOF risk monitoring & early warning in priority communities. 7. Targeted GLOF risk reduction measures such as check dams, spill-ways, slope stabilization or controlled drainage established in Bagrot and Drongagh valleys 8. Technical knowledge and project lessons documented for use in future initiatives	GLOFs over the next few years to decades. - Records show that on average, GLOF events occur in the Himalayas every 3-10 years, with varying degrees of socio-economic impact. From 1950 to 1999, recorded flood damages have amounted to property damage of Rs.380.181 million, a death toll of 5,832 lives, and 84,475 affected villages. A total of 35 destructive outburst floods have been recorded in the Karakoram region in the past 200 years and at least 11 surges of exceptional scale have been recorded so far in the Upper Indus Basin. - The project will reduce risks and vulnerabilities from GLOFs and snow-melt flash floods in Northern Pakistan. The main objectives of the project are to develop the human	Disaster Risk Management (DRM) committees at both project sites and are functional. DRM funds have also been established in both of the communities. Awareness workshops have been conducted for the communities; (iii) establishment of the GLOF Early Warning Systems is in process in both of the project's pilot sites. The initial meteorological equipment has been installed for the first time in the valleys and regular data on weather and temperatures are recorded by the communities on a voluntary basis. The procurement of equipment from abroad through technical assistance of UNDP is under way and soon will be installed in both of the valleys once it					1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges. 1.1 Number of action plans developed and implemented. • Yes, it should help clarify the most effective approaches for identifying and precluding risks from GLOFs, through project actions. 1.2 Number of new environmental initiatives undertaken. • Yes, there will be more appropriate

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
9. Project experiences disseminated to policy makers and disaster management planners in Pakistan and the wider HKH region.	and technical capacity of public institutions to understand and address immediate GLOF risks for vulnerable communities in Northern Pakistan and to enable vulnerable local communities in northern areas of Pakistan to better understand and respond to GLOF risks and thereby adapt to growing climate change pressures ⁵² . - No question, then, that the project design is relevant and timely.	is obtained from the vendor SEBA; and (iv) identification, feasibility and design of the Climate Change Adaptation Structures are under process and construction of the structures will be initiated in the coming months. - The project documents such as Inception workshop report, literature review, GLOF awareness raising strategy, KAP reports, Socioeconomic Impact Studies, GLOF documentaries, IEC materials, Rudimentary maps, draft criteria for Risk and Vulnerability Assessment and other activity reports are ready to share. The GLOF project's website is under					preventative measures for glacier-adjacent areas. 2. Environment mainstreamed across the development sector plans and programmes. 2.1 Number of development programmes with environmental interventions incorporated. • Not specifically development related. 2.2 Number and type of livelihood programmes addressing climate change issues at the local level. • Yes, this is focused on specific climate change issues at the community

⁵² UNDP Project Document (i-iv)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
		construction and soon all above listed documents will be uploaded to the website for the purpose of sharing of project lessons. - On-the-ground interventions are, however, still pending.					level (but not evident yet).
Overall Conclusions: Fairly sharp focus for climate change adaptation, but off to a slow start (various reasons are noted, but do not seem to have been adequately anticipated in the original project plan).							

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
<p>13. Mountain and Markets – Biodiversity and Business in Northern Pakistan. (Follow-up project of MACP)</p> <p>Main Partners: - Ministry of Climate Change</p> <p>Main Expected Outputs -A Business and Biodiversity Round Table (BBRT) -Voluntary certification schemes for NTFP -National and international demand for biodiversity-friendly NTFP stimulated -A regulatory framework for NTFP collection and trade -Enhanced business and technical capacity of local communities to establish and manage CBEs</p>	<p>- The project will focus on supply chain management, including the development of voluntary certification systems for selected Non-Timber Forest Products (NTFP), strengthening producer capacity to comply with certification standards, stimulating market demand for certified biodiversity-friendly NTFP and increasing access to markets. The project seeks to create market-based incentives to address threats to biodiversity in northern Pakistan arising from the unsustainable commercial exploitation of NTFP.</p> <p>- This seems appropriate for a project design; however, what lessons have been learned from MACP, and other social forestry projects in the area? (concern that lessons from the previous evaluation</p>	<p>- The project is CEO Endorsed. - Evaluators do not have information on project progress.</p>	- ?	- ?	- ?	- ?	<p>(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis: 1.1 Environmental issues integrated in Ten Year Plan and PRSP.</p> <ul style="list-style-type: none"> This should be respecting the direction articulated in various plans and strategies regarding social forestry and community-based NRM, with development of sustainable

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
-Pilot CBEs with community approved business plans established -Improved community access to technical, financial and market advisory services -Developed product certification standards for select NTFP -CBE Conservation and Sustainable Resource Use Agreements developed and integrated with Valley Conservation Plans -Access rights and tenure for local communities secured through collaborative forest and NRM arrangement. -Community-based adaptive management of CBEs -Targeted capacity development of key institutions to support CBE development	may not all have been addressed in the current project design)						alternative livelihoods. 1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998). <ul style="list-style-type: none"> Not directly related. 1.3 Forest cover from 4.8% to 5.2%. <ul style="list-style-type: none"> Perhaps some contribution to reduced tree-cutting might be expected. (2011-2012) 1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges. 1.1 Number of action plans developed and implemented. <ul style="list-style-type: none"> If sustainable

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
-Project knowledge and lessons systematically analyzed, documented and shared with key stakeholders in KPK and GB, nationally and internationally							<p>CBEs can in fact be created and matched to markets, this would be a significant achievement.</p> <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> • A new environmental initiative in itself. <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> • These CBEs would be nested within local development plans. <p>2.2 Number and type of livelihood</p>

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							programmes addressing climate change issues at the local level. <ul style="list-style-type: none"> Yes, hopefully will reduce pressures on northern forests (retain CO₂ sequestration) .
Overall Conclusions: Difficult to make any conclusions, as not yet underway. Seems to have levered off the MACP, but some concerns have been expressed that all the lessons from the evaluation of that previous project may not have been incorporated in this current project.							
14. Institutional Strengthening for Phase out of Ozone Depleting Substances Project start date: 01-04-2009 Project end date: 31-03-2012 ⁵³ Main Partners: - Ozone Cell, Ministry of Climate Change Main Expected Outputs: -ODS phase out	- Montreal Protocol on the Substances that Deplete the Ozone Layer was signed at Montreal, Canada, in 1987. Pakistan signed and ratified the Montreal Protocol in 1992. The Ozone Cell was created in the Ministry of Environment in 1996 to oversee the implementation of the Protocol. - Pakistan is not an ozone depleting substances (ODS) producing or exporting	- Five phases of the Institutional Strengthening project (Ozone Cell) have been completed by 31st March 2011 and currently phase-VI is operational. - The overall performance of the project in terms of implementation and achievement of the planned activities has remained up to the mark. The project has met all major objectives as	- ?	- ?	- As per the approved 18th amendment of National Assembly Ministry of Environment has been devolved on 30th June, 2011 and due to devolution the Ozone Cell (Montreal Protocol Project) was first shifted to Planning Commission for five months and later it has been merged in newly formed Ministry of Disaster Management which, due to technical nature of the project, may not be effective in terms of project contribution to the desired outputs ⁵⁷ .	- ?	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis:

⁵³ Summary of Progress Report 2011 (Project Snapshot)

⁵⁷ Summary of Progress Report 2011 (Project Snapshot)

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
programme / activities / projects -Policy & Regulations -Reporting -Mass Awareness -Coordination with implementing agencies	country but imports these substances such as Chlorofluorocarbons (CFCs), Halons and Carbon Tetra Chloride (CTC), etc. for its domestic needs ⁵⁴ . - The project is an important institutional arrangement to implement and coordinate ODS phase-out programmes/ projects in Pakistan. Pakistan fully complies with regard to the implementation of Montreal Protocol in import and consumption. Pakistan has settled the baseline for the import of HCFC and in collaboration with custom authorities the HCFC import as well as the legal trade of ODS is being strictly monitored. This reflects the country's	listed in the project document, such as: Identification of new projects, monitoring of ongoing projects, and coordination with international agencies. - The project claims that it is successfully on its way to eliminate the second generation of ODS. The project has been useful in providing policy level support to the phase-out strategy and in helping the government to meet the international commitments related to Montreal Protocol ⁵⁶ . - Difficult, however, to validate this, as it would depend on actual controls of HCFCs, and the uptake of the cyclo- pentane alternative, which apparently is			- The ability of customs to actually detect and stop imports is still questionable; and as long as alternatives to HCFCs are not readily available, there may be "leakage" of these products.		1.1 Environmental issues integrated in Ten Year Plan and PRSP. • Directly addressing obligations of the Montreal Protocol, to which Pakistan is a signatory. 1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998). • Not related. 1.3 Forest cover from 4.8% to 5.2%. • Not related. (2011-2012) 1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks

Annual Progress Report 2009

⁵⁴ Prodoc 2009

⁵⁶ Annual Progress Report January – December 2012

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
	commitment for the preservation of the ozone layer ⁵⁵ . - This all clarifies the relevance of design and the need for the project.	expensive.					addressing Pakistan's environmental challenges. 1.1 Number of action plans developed and implemented. • Yes, is moving through the required stages in the established protocols to address ozone- depletion. 1.2 Number of new environmental initiatives undertaken. • Yes, the project is now tackling HCFCs (but challenging). 2. Environment mainstreamed across the development sector plans and programmes. 2.1 Number of

⁵⁵ Annual Progress Report January – December 2012

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							development programmes with environmental interventions incorporated. <ul style="list-style-type: none"> Not nested within a development programme <i>per se</i>. 2.2 Number and type of livelihood programmes addressing climate change issues at the local level. <ul style="list-style-type: none"> Not related.
Overall Conclusions: An “okay” project that is addressing the obligatory steps in the Montreal Protocol, with some sound achievements, but also the usual challenges in changing industry practices. Pretty much on track.							
15. Mass Awareness for Water Conservation & Development (MAWCD) Project Project start date: January 2008 Project end date: December 2010. Main Partners: - Pakistan Council of Research in Water Resources (PCRWR)	- This was a three-year project with the specific objectives to collect and document existing knowledge on indigenous and improved technologies for water conservation in agriculture, industries and household; to develop dissemination material and promote best practices for mass awareness and capacity building campaign; and to	- The main implementation tool was recognized to be electronic and press media, to create awareness at the grassroots level. However, these tools are expensive and with the available budget, the project management was not comfortable to run this campaign freely. - So more	- ?	- ?	- To bring the kind of change expected of the project, it must be recognized that 2-3-years project life is insufficient. This kind of activity needs to be continued for 10-15 years to remind continuously and refresh the ideas that water conservation is important and its different users voluntarily adopt the effective ways of its usage, as well as allowing time for economic instruments to be	- ?	(2009-2010) 1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
Main Expected Outputs: -Survey and documentation of state-of-the-art existing/ improved technologies/ best practices -Demonstration of improved packages for efficient use of water at all levels. -Farmers Days, Field Visits, Exhibitions and Water Conservation Days -Training of farmers and water users in improved packages to stakeholders -Human Resource Development Report on Water -Monitoring & Evaluation, Planning and Monitoring Strategy and workshops -Mass Awareness	conduct research and demonstrate the best practices and improved water conservation techniques at grass root level. - The project worked on bringing a behavioral change at the grassroots level to inculcate the idea among the different water users to consider water as a precious and limited resource. - This all makes sense and reflects the priority that is given to water conservation and accessibility, but the delivery mode and targets are critical to making this work, and implementation of innovative demonstrations would be essential to prove the value of the various water conservation approaches/ technologies .	allocation should have been made to the project to run a successful mass awareness campaign. - Some curriculum plan for water conservation in formal education. - Not clear to the evaluators, but it seems that perhaps not much was achieved with this project (only the APR 2008 and 2009 were available, so the view of this project is very constrained), although there is reference to six urban demonstration projects.			developed, implemented, and enforced (effectively). - Awareness-raising by itself, and development of information and posters etc., is rarely effective without additional incentives and regulations. - Continuous staff turnover because of poor pay structure, fringe benefits and job insecurity adversely affected progress of the project. Delay in payment of the government share (40%) to the project was observed in the first quarter 2009, which was a concern (the situation improved after the release from the government was received).		and with quality gender analysis: 1.1 Environmental issues integrated in Ten Year Plan and PRSP. • Certainly water conservations would be an essential feature of the PRSP; so consistent with this. 1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998). • Not related. 1.3 Forest cover from 4.8% to 5.2%. • Not related. (2011-2012) 1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							<p>Pakistan's environmental challenges.</p> <p>1.1 Number of action plans developed and implemented.</p> <ul style="list-style-type: none"> Does not seem to have led to specific actions; stopped short at awareness-raising. <p>1.2 Number of new environmental initiatives undertaken.</p> <ul style="list-style-type: none"> Cannot say that this is a new environmental initiative. <p>2. Environment mainstreamed across the development sector plans and programmes.</p> <p>2.1 Number of development programmes with environmental interventions incorporated.</p> <ul style="list-style-type: none"> Perhaps

Project	Design Observations (Relevance, Utility, and Implementation Approach)	Actual Progress Achieved	Partnerships, Stakeholder Participation, Ownership, Sustainability, Replication and Scaling- up	Cross-Cutting Themes (gender equality and human rights)	Contributing Factors, Drivers, Innovations, Constraints	M&E Function	Status of UNDP Outcome Performance Indicators (Contribution of Project)
							<p>reflecting messages in development plans and programmes, rather than informing them.</p> <p>2.2 Number and type of livelihood programmes addressing climate change issues at the local level.</p> <ul style="list-style-type: none"> • Not related.
Overall Conclusions: It is difficult to rate this project, as it essentially did what it planned to do (massive awareness-raising), but the concept of awareness-raising without due attention to the fundamental driving factors in poor water conservation (such as poor policies, distorted pricing, poor water quality, etc.) is a weak one.							

Status of projects within the E&CC Programme (ongoing and recently completed; projects which were evaluated are marked **).

Name of Project	Donor(s)	Amount (US\$ million)	Period	Geographic Focus
Biodiversity and Ecosystems				
On-going Projects				
**Mountains and Markets: Biodiversity and Business in Northern Pakistan Project	GEF and UNDP	3.29	September 2012 – August 2016	Khyber-Pakhtunkhwa and Gilgit-Baltistan
Completed Projects				
Mountain Areas Conservancy Project (MACP)	GEF and UNDP	10.35	June 1999 – December 2006	Khyber-Pakhtunkhwa and Gilgit-Baltistan
Conservation of Chilghoza and Associated Scrub Forest in Selected Villages Project	EU and UNDP	0.1	January 2005 – September 2006	Baluchistan
**Protection and Management of Pakistan Wetlands Programme (PWP)	GEF and UNDP EKN	8.5	July 2005 – June 2012	National
**Conservation of Habitats and Species of Global Significance in Arid and Semi-Arid Ecosystems in Baluchistan	GEF and UNDP	1.46	January 2009 – June 2012	Quetta, Zhob (Torghar) and Noshki districts in Baluchistan
**Conservation of Baluchistan Junipers through Community Participation	GEF and UNDP	1.76	October 2006 – March 2012	Quetta and Ziarat districts in Baluchistan
Pakistan Tropical Forestry (PTF) Small Grants Programme	EU	2.5	December 2002 – December 2007	National

Name of Project	Donor(s)	Amount (US\$ million)	Period	Geographic Focus
Climate Change Mitigation/Sustainable Energy for All (SE4ALL)				
On-going Projects				
**Reducing Pressure on Forest Resources and CO ₂ Emissions through Provision and Promotion of Energy Efficient Housing Technologies (PEECH) Project	GEF and UNDP	1.625	April 2009 – June 2013	Khyber-Pakhtunkhwa and Gilgit-Baltistan
**Productive Use of Renewable Energy (PURE) Project	GEF and UNDP	1.275	May 2009 – May 2013	Khyber-Pakhtunkhwa and Gilgit-Baltistan
**Barrier Removal to the Cost-Effective Development and Implementation of Energy Efficiency Standards and Labeling (BRESL) Project	GEF and UNDP	0.65	July 2009 – June 2014	Sindh and Punjab (part of a regional project)
**Pakistan Sustainable Transport (PAKSTRAN) Project	GEF and UNDP	7.8	June 2011 – May 2016	Sindh Punjab
Completed Projects				
**Sustainable Development of Utility-Scale Wind Power Production Project	GEF and UNDP	3.1	January 2006 – August 2011	Sindh Punjab
Fuel Efficiency in Road Transport Sector (FERTS) Project	GEF and UNDP	7.0	Sept 2001 Nov 2005	National
People, Forest & Household Energy in Galiyat, Abbottabad District Project	Shell Pakistan	0.25	2006 - 2007	Nathiagali (KP)
Restoration of Communities'	Government of	3.57	December 2011	

Energy Needs Through Provision of Subsidized and Alternate Energy in Selected Flood Affected Areas	Japan and COFRA Foundation		– August 2012	
--	----------------------------	--	---------------	--

Name of Project	Donor(s)	Amount (US\$ million)	Period	Geographic Focus
Climate Change Adaptation				
On-going Projects				
**Reducing Risks and Vulnerabilities from Glacial Lake Outburst Floods (GLOF) in Northern Pakistan Project	Climate Change Adaptation Fund and UNDP	4.1	July 2011 – June 2015	Khyber-Pakhtunkhwa and Gilgit-Baltistan
Completed Projects				
**Sustainable Land Management to Combat Desertification in Pakistan Project (Phase-I)	GEF, GM Funds UNFCC and UNDP	3.55	January 2008 – June 2013	National (all 4 provinces)
**Mass Awareness for Water Conservation and Development Project	UNDP and GOP	2.5	October 2007 – June 2011	National

Name of Project	Donor(s)	Amount (US\$ million)	Period	Geographic Focus
Chemicals (including Ozone Depleting Substances)				
On-going Project				
**Institutional Strengthening of Montreal Protocol Project (Phase VI)	Multilateral Fund for the implementation of the Montreal Protocol	0.224	April 2011 – March 2013	Sindh and Punjab
Completed Projects				
Institutional Strengthening of Montreal Protocol Project (Phases I – V)	Multilateral Fund for the implementation of the Montreal Protocol	1 Million	2002 - 2011	Sindh and Punjab
Kasur Tanneries Project	UNDP	2.9	2004 - 2007	Kasur district (Punjab)
Persistent Organic Pollutants (POPs) Enabling activity in Pakistan Project	GEF and UNDP	0.54	October 2002 – March 2007	Sindh and Punjab

Name of Project	Donor(s)	Amount (US\$ million)	Period	Geographic Focus
Institutional Strengthening and Capacity Development				
On-going Projects				
**One UN Joint Programme on Environment (JPE)	EKN and UNDP/EFW	6.2	January 2009 – December 2013	National (all 6 provinces and regions)
**National Environmental Information Management System (NEIMS) Project	EKN and UNDP	2.2	December 2005 – May 2013	National
Completed Projects				
National Environmental Action Plan (NEAP) Support	GEF, GoP, SDC, RNE,	42.78	October 2001 – February 2007	National

Programme	Shell Foundation, ENI and UNDP			
National Capacity Self Assessment (NCSA) Project	GEF	0.19	December 2003 - July 2008	National
Environmental Education Promotion at School and College Level Project	SDC	0.46	February 2004 – June 2008	Federal

Evaluators' observations on the relevance and utility of the 15 projects being considered in the E&CC Programme outcome evaluation (where observations or details have been drawn from previous evaluation reports, these are footnoted).

Project	Observations on Relevance and Utility
<p>1. PWP - Protection and Management of Pakistan Wetlands Project – Full Phase</p> <p>Project start date: June 2005 Project end date: June 2012⁵⁸ <i>(Project timeline has been taken from the latest progress reports as actual project start date is sometimes much later than what was envisioned in the ProDocs)</i></p> <p>Main Partners: WWF (World Wildlife Fund)</p> <p>Main Expected Outputs: Output 1: Sustainable institutions established for national level coordination for conservation of wetlands biodiversity and promote dissemination of lessons learned from DS. Output 2: Planning and land-use decision-making of wetlands conservation agencies at all levels enhanced by provision of comprehensive, current wetlands information, decision support systems and tools utilizing spatial and other data from the Wetlands GIS Database. Output 3: A National Wetlands Conservation Strategy (NWCS) is developed, officially adopted and implemented at all levels. Output 4: Technical competence of govt. agencies and CBO conservation staff enhanced through training & capacity building programmes. Output 5: A nation-wide wetlands awareness campaign is designed and implemented. Output 6: Elements of long-term sustainability of wetlands conservation initiatives are developed and adopted. Output 7-10: Wetlands biodiversity is sustainably conserved in the Makran Coastal Wetlands Complex (MCWC), Central Indus Wetlands Complex (CIWC), Salt Range Wetlands Complex (SRWC) and North-west Alpine Wetlands Complex (NAWC).</p>	<p>The project is all-encompassing and the right size as a programme of longer duration, but was overly ambitious as a project of seven years (complex design, by WWF accounts).</p> <p>Some specific design-related shortcomings included: lack of internal M&E (other than via progress reports; it was not specifically designed for), lack of clarity regarding production and responsibility for Management Plans in the wetland complexes, and Output 6 on financial sustainability should have been combined with communication and awareness⁵⁹.</p> <p>Regardless, the design is relevant and is addressing wetland management needs, although constrained, as noted above.</p>
<p>2. CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan</p> <p>Project start date: Jan 2009 Project end date: June 2012⁶⁰</p> <p>Main Partners: SUSG-C Asia (Sustainable Use Specialist Group) Central Asia</p> <p>Main Expected Outputs:</p> <p>1 - Raising awareness of stakeholders about environmental, economic and social benefits of conservation through scientific knowledge, awareness materials, campaigns and sustainable land use demonstration in Chagai Conservancy.</p>	<p>The project is a well-conceived and timely initiative, highly relevant for Balochistan, Pakistan and neighboring states with regions of similar dry-land ecosystems subject to unsustainable land use. The biggest strength of the project design is the recognition of "poverty-environment nexus" to be addressed at two levels: 'first, concern was to focus more on the provincial and district levels of the country, in keeping with the devolved nature of development issues. The second concern was focusing on national needs and responding to global environmental concerns'⁶¹.</p> <p>The project design, as illustrated by the Project Proposal, is quite sound. It is well laid out and in</p>

⁵⁸ Summary of Progress Report 2011 (Project Snapshot)

⁵⁹ External Monitoring & Evaluation February 2009

⁶⁰ Summary of Progress Report 2011 (Project Snapshot)

⁶¹ Terminal Evaluation Report June 2012

Project	Observations on Relevance and Utility
<p>2 - Developing enabling environment for community based conservation management by networking and sharing of experiences, advocacy support and facilitating review and reforms in policies and regulations for community empowerment. Component</p> <p>3 - Strengthening capacity of communities, NGOs and government institutions by providing technical advice and trainings.</p> <p>4 - Strengthening of Conservancies and establishment of management regimes for conservation and sustainable use of biodiversity including surveillance to check grazing, fuel-wood cutting and poaching, restoration of degraded habitats and biodiversity assessment and monitoring.</p> <p>5 - Improved livelihoods through better livestock and range management practices, sustainable agriculture production, value-added processing of medicinal plants, community managed Trophy hunting, reptile trade and snake venom collection enterprises to support conservation and reduce pressure on habitats, and improving access to micro-credit.</p>	<p>general easy to follow. Therefore the terminal evaluation report concluded that "the project has been carefully designed to meet the national (BAP, NCS, BCS, etc.) and international (MEAs) obligations to meet its objectives".</p>
<p>3. Conservation of Balochistan Junipers through Community Participation</p> <p>Project start date: April 2007 Project end date: March 2012⁶²</p> <p>Main Partners: IUCN Pakistan</p> <p>Main Expected Outputs:</p> <ul style="list-style-type: none"> • Establish organization structure in selected villages and conduct social & needs assessment • Measures to mainstream biodiversity into various sectors including livestock, energy, hunting, watershed management, construction and tourism and establish linkages with private sector • Measures to combat die off developed and implemented • Highlight significance of Juniper Forest Ecosystem at local, regional and global level • Build capacity for up-scaling, replication and dissemination, notably in government departments • Successful approaches replicated across all Juniper forest ecosystems and where appropriate, across Pakistan and countries with similar threats and ecosystems. 	<p>Relevant project design, as the juniper forests have been under pressure to meet the fuel wood demand for local households, offices and hotels, fencing of agricultural lands, and timber for use in construction. Since the juniper forests have to perform a very useful function of watershed protection besides being home to diverse biological and ecological resources, their conservation has been a top priority for almost all concerned; however, no significant efforts were visible through the past for the conservation of these forests. This was a major challenge that the project desired to address.</p> <p>The project seems to have considered most of the ground realities in its designing stage and had identified the real issues to be addressed.</p>
<p>4. Sustainable Development of Utility Scale Wind Power Production (Phase I)</p> <p>Project start date: November 2006 Project end date: August 2011⁶³</p> <p>Main Partners: AEDB (Alternate Energy Development Board)</p> <p>Main Expected Outputs:</p> <ul style="list-style-type: none"> -Wind map of selected areas and detailed wind resource assessments for commercially promising micro sites. -Wind power policy package -Project facilitation for private sector investment and improved 	<p>The project design was certainly relevant, as it dealt with a critical energy issue, and was deemed to be moderately effective in its utility and implementation approach.</p> <p>With an estimated 15 GW available, Pakistan's power demand exceeds supply by an estimated 5 GW. Blackouts occur several times a day in major cities, putting a major strain on industry and society. Power supply is currently a mix of mostly hydropower, fuel-oil generation, and natural gas generation. Due to rising costs of fossil fuel imports, government has been keen to develop indigenous sources, including wind</p>

⁶² Summary of Progress Report 2011 (Project Snapshot)

⁶³ Terminal Evaluation Report August 15, 2011

Project	Observations on Relevance and Utility
<p>financial instruments for sustainable grid connected wind energy development by establishing criteria and methods for provision of sustainable financing</p> <p>-Training and mainstreaming for RE by supporting awareness building and training of key government sector personnel and targeted AEDB/PPIB staff, building local capacity to assess and evaluate potential wind farm sites, enhancement of local manufacturing and technical capacity for the construction and operation of wind farms and provision of easily accessible market services and info to private investors.</p>	<p>energy.</p>
<p>5. SLMP - Sustainable Land Management to Combat Desertification in Pakistan</p> <p>Project start date: Feb 2008 Project end date: Jun 2011⁶⁴</p> <p>Main Partners: Ministry of Environment</p> <p>Main Expected Outputs:</p> <ul style="list-style-type: none"> • Appropriate policy reforms for SLM recommended and mainstreamed into sectoral planning. • National Criteria & Indicators (C & I) developed for SLM • National Desertification Control Fund (NDCF) Established • Institutional capacity at National, Provincial and Local levels strengthened and apex bodies for coordination of desertification control measures formed • Knowledge generated for sustainable land management • SLM Information System based on GIS database developed and SLM practices at feasibility study/demonstration sites assessed • Targeted activities in all four provinces for SLM. • Lessons learned document and disseminated 	<p>Unsustainable land management practices are creating significant environmental problems in Pakistan including, soil erosion, flash floods, deforestation, and inefficient use of water resources. As a result, dry land areas across the country are faced with increasing desertification. This land degradation will continue at an accelerated pace to the detriment of structural and functional integrity of ecosystems.</p> <p>The five proposed project outcomes were relevant to address the problem of unsustainable land use management, through activities aimed at mainstreaming SLM practices in national and provincial plans and policies; building national capacity in SLM; and piloting demonstration activities in dry land areas of four provinces in the country.</p> <p>The overall goal of the Project was (is still) to combat land degradation and desertification in Pakistan in order to protect and restore ecosystems and essential ecosystem services that are key to reducing poverty.</p> <p>Considering that the Project was initiated at a time when there was little country emphasis on SLM, dividing the Project's implementation into two phases of Pilot and Up-scaling is reflective of sound design strategy⁶⁵.</p>
<p>6. NEIMS - Establishment of National Environmental Information Management System</p> <p>Project start date: Jan 2005 Project end date: November 2011⁶⁶</p> <p>Main Partners: Ministry of Climate Change</p> <p>Main Expected Outputs:</p> <ul style="list-style-type: none"> -To review and analyze the current situation of environmental data/ information management in Pakistan -To establish an appropriate institutional and technical framework for NEIMS Pakistan -To develop sector-specific and inter-sectoral database of 	<p>Certainly relevant, as the state of environmental data and information in Pakistan remains extremely poor. Consequently, availability and accountability of accurate environmental information remains a major obstacle to informed decision making in the context of sustainable development.</p> <p>The project was designed in line with the provisions of the National Environment Policy, Pakistan Poverty Reduction Strategy Paper and Medium-Term Development Framework (2005-2010) with the goal of contributing to promotion of sustainable development through building the national capacity in developing, managing and</p>

⁶⁴ Summary of Progress Report 2011 (Project Snapshot)

⁶⁵ End of Project Evaluation Report December 2011 (i-iv)

⁶⁶ Summary of Progress Report 2011 (Project Snapshot)

Project	Observations on Relevance and Utility
<p>existing environmental information in the country</p> <ul style="list-style-type: none"> -To establish functional National Environmental Information System -To build and strengthen the capacities of key organizations involved in establishment and sustainable operation of NEIMS 	<p>utilizing environmental information for informed decision making⁶⁷.</p>
<p>7. One UN Joint Programme on Environment</p> <p>Project start date: Jan, 2009 Project end date: Dec, 2012⁶⁸</p> <p>Main Partners: N/A</p> <p>Main Expected Outputs: N/A</p>	<p>This UN Joint Programme Environment (Env-JP) is a logical outcome of the Environment Situation Analysis and the UNDAF Review for Environment carried out in 2007, and the series of consultative meetings held with members of the Environment Thematic Working Group (TWG) and the Government during 2007-2008.</p> <p>Briefly, the Env-JP has intended to work towards the programme goal of creating an “enabling environment for improved environmental management and development” through implementation of various programme components involving various UN agencies and partners⁶⁹.</p> <p>Initial targets were development of the National Climate Change Policy (appropriate), and implementation of both community and public sector environmental management initiatives, covering the full range of issues in Pakistan (also an appropriate design).</p>
<p>8. PEECH- Reducing Pressure on Forest Resources and CO₂ Emissions through Provision and Promotion of Housing Technologies</p> <p>Project start date: April, 2009 Project end date: March, 2013⁷⁰</p> <p>Main Partners: AKPBSP (Aga Khan Planning and Building Service, Pakistan)</p> <p>Main Expected Outputs:</p> <ol style="list-style-type: none"> 1 - Communication strategy for raising awareness of EE&HI products and technologies. 2 - Training Modules for capacity building in manufacturing and utilizing EE technology developed and institutionalized in at least 2-3 key teaching institutions. 3 - Hands on training for local entrepreneurs in EE&HI products and technologies. 4 - Development of Building Codes and Construction Standards for rural housing. 5 - Installation and demonstration of EE and HI products and Technologies and generating database. 6 - Conducting Project baseline and Monitoring, Learning & Evaluation 	<p>Building upon previous and ongoing research and development work under the Building and Construction Improvement Programme (BACIP), the project titled “Promotion of Energy Efficient Cooking, Heating and Housing Technologies (PEECH)” aims to curb CO₂ emissions from deforestation and forest degradation from unsustainable use of wood for building and energy purposes in Gilgit-Baltistan and Chitral.</p> <p>Project design is therefore very relevant and sharply focused.</p>
<p>9. PURE – Productive Use of Renewable Energy</p> <p>Project start date: July 2010</p>	<p>PURE responds to Pakistan’s rural development priorities by promoting income- generating agricultural and agro-processing practices,</p>

⁶⁷ Project Document September 2005 (i-ii)

⁶⁸ Summary of Progress Report 2011 (Project Snapshot)

⁶⁹ Summary of Progress Report 2011 (Project Snapshot)

⁷⁰ Summary of Progress Report 2011 (Project Snapshot)

Project	Observations on Relevance and Utility
<p>Project end date: June 2014⁷¹</p> <p>Main Partners: AEDB (Alternate Energy Development Board)</p> <p>Main Expected Outputs:</p> <ol style="list-style-type: none"> 1. MHP planned, designed, financed and constructed in 103 selected sites. 2. Local capacities strengthened for MHP management and operation. 3. Investments in and financing of productive uses and income-generating opportunities and local capacities strengthened for the same. 4. Participatory management of natural resources in the the watershed areas of the MHP stations. 5. Self-managed unit to promote MHP development in Chitral District. 6. Capacity strengthening of MHP sector (private, NGOs, Govt). 7. Proposed strategy for electrification of rural areas. 8. Dissemination of information of Pure-Chitral project results and international experiences with renewable energy development and productive uses of energy. 	<p>rational use of natural resources and poverty alleviation.</p> <p>Income-generating productive uses of mini/micro hydro power plants (MHP) are this project's sustainability foundation. Additional income generated at the local level will allow end users to pay for energy services, thus ensuring sufficient funds for adequate operation and maintenance services, instead of the traditional malpractice in Pakistan of setting tariffs in off-grid systems that do not cover O&M cost affecting reliability in the long run⁷².</p> <p>Conceptually, the project design is appropriate, but perhaps has not adequately anticipated local community practices and institutional issues, and expected slow uptake of innovation by local communities.</p>
<p>10. BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling</p> <p>Project start date: May 2009 Project end date: June 2012⁷³</p> <p>Main Partners: ENERCON</p> <p>Main Expected Outputs:</p> <p>-BRESL will facilitate the transformation of the manufacture and sale of energy-efficient appliances and equipment through: 1) A regional initiative in Asia, with provision for general information, tools and training to all interested developing countries in the region plus customized efforts, all with a focus on regional cooperation; and, 2) National technical assistance to 5 developing countries in Asia.</p> <p>-The project will focus largely on capacity building and assisting government, manufacturing, distributing, retail, consumer and environmental stakeholders throughout the Asian region to implement the most cost-effective energy efficiency measure available. In each participating country, priority activities will be carried out to help foster each country's preferred process for developing or expanding its ES&L program.</p>	<p>BRESL is aimed at rapidly accelerating the adoption and implementation of energy standards and labels (ES&L) in Asia, and in so doing bring about energy savings from the use of energy efficient appliances/equipment. The establishment of effective energy efficiency standards and/or labels leads to a more sustainable energy future as energy standards and labels are generally introduced through a formalized process leading to a government regulation or endorsement during the project, which once established with a clear government imprimatur and a solid institutional infrastructure, a properly designed and implemented ES&L program, can effectively transform the market to a higher level of energy efficiency with a gradual ratcheting-up of energy efficiency standards over time.</p> <p>The project's objective is to cost-effectively deliver an average 10% reduction in total residential and commercial energy use in partner countries at the time of peak impact by the year 2030, compared to a baseline scenario, thereby contributing to more environmentally sustainable and economically efficient development⁷⁴.</p> <p>As such, the project design is certainly relevant and focused.</p>
<p>11. Pakistan Sustainable Transport Project</p> <p>Main Partners:</p>	<p>Pakistan's economy has experienced steady growth since 2000. The growth has been accompanied by rising urbanization, higher</p>

⁷¹ Summary of Progress Report 2011 (Project Snapshot)

⁷² UNDP Project Document

⁷³ Summary of Progress Report 2011 (Project Snapshot)

⁷⁴ GEF Study 2012 (i-ii)

Project	Observations on Relevance and Utility
<p>Ministry of Climate Change</p> <p>Main Expected Outputs:</p> <ul style="list-style-type: none"> 1 - Transport planning capacity at all levels of government enhanced. 2 - Land-use planning and transport planning more closely integrated and greater attention placed on environmentally sustainable transport in planning process. 3 - Closer coordination and cooperation across different Ministries and initiation of a strategic planning process to prioritize ideas and concepts related to sustainable transport. 4 - Clarification of the institutional framework, including the identification of accountable agencies for urban transport. 5 - BRT corridor planned, designed, constructed and fully functioning. 6 - Study on school bus transportation conducted and pilot schools selected for school bus transportation system introduction. 7 - Training workshops targeting key stakeholders and publicity campaigns on sustainable transport conducted. 	<p>income and affluence, and an increase in the private ownership of motor vehicles. In the absence of any urban transport policies and sustained investments in public transport, most urban citizens rely either on their private motor vehicles or the informal transport sector for urban transport. The resulting urban congestion is straining the capacity of the Government of Pakistan to resolve the urban transport issues and fund sustainable solutions. As a consequence, urban areas of Pakistan are experiencing a deteriorating quality of life. Moreover, the economic losses resulting from urban transport congestion are significantly impacting the sustainable growth of the country.</p> <p>Another factor contributing to the rapid growth in vehicle ownership is Pakistan's large and growing population. Pakistan is now the 6th most populous country in the world. Forty percent of the population is below the age of 15, implying considerable population momentum in the future. The consequences of inefficient urban transport have a direct bearing on sustainable development in Pakistan.</p> <p>Developing and implementing the concepts of rapid transit systems in urban areas, and examining the fuel efficiency of the trucking sector are important and relevant.</p>
<p>12. GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan</p> <p>Project start date: June 2011 Project end date: June 2015⁷⁵</p> <p>Main Partners: Ministry of Climate Change</p> <p>Main Expected Outputs:</p> <ul style="list-style-type: none"> 1. Policy framework and guidelines to address GLOF risks in Northern Pakistan institutionalized 2. Indicators and criteria for GLOF vulnerability developed and systematically applied to enable priority allocation of risk reduction efforts and investments 3. Systematic engagement of the project with global and regional research networks and centres working on GLOF issues 4. Risk and hazard maps for mountain valleys with the highest GLOF risk and exposure of lives, livelihoods and infrastructure. 5. Preparedness actions for vulnerable communities conducted to reduce risks from GLOF events 6. A community based system for GLOF risk monitoring & early warning in priority communities. 7. Targeted GLOF risk reduction measures such as check 	<p>Global climate changes have created significant challenges for the global community and Pakistan. In particular, a concern is climate change-induced disasters such as flash floods, Glacier Lake Outburst Floods (GLOFs), massive landslides, and avalanches in mountain areas. GLOF is one of the most challenging issues among Climate Change-induced disasters in Northern Pakistan. It has created adverse socio-economic and environmental impacts on lives, livelihoods, infrastructure and rural development in the remote parts of the region⁷⁶.</p> <p>According to a study conducted by ICIMOD (2007), 5,218 glaciers (15,040 sq km) and 2,420 lakes were identified and mapped in Pakistan. Among the identified lakes, 52 lakes have been classified as potentially hazardous, and likely to cause GLOFs over the next few years to decades.</p> <p>Records show that on average, GLOF events occur in the Himalayas every 3-10 years, with varying degrees of socio-economic impact. From 1950 to 1999, recorded flood damages have amounted to property damage of Rs.380.181 million, a death toll of 5,832 lives, and 84,475</p>

⁷⁵ Summary of Progress Report 2011 (Project Snapshot)

⁷⁶ Annual Progress Report January – December 2012

Project	Observations on Relevance and Utility
<p>dams, spill-ways, slope stabilization or controlled drainage established in Bagrot and Drongagh valleys</p> <p>8. Technical knowledge and project lessons documented for use in future initiatives</p> <p>9. Project experiences disseminated to policy makers and disaster management planners in Pakistan and the wider HKH region.</p>	<p>affected villages. A total of 35 destructive outburst floods have been recorded in the Karakoram region in the past 200 years and at least 11 surges of exceptional scale have been recorded so far in the Upper Indus Basin.</p> <p>The project will reduce risks and vulnerabilities from GLOFs and snow-melt flash floods in Northern Pakistan. The main objectives of the project are to develop the human and technical capacity of public institutions to understand and address immediate GLOF risks for vulnerable communities in Northern Pakistan and to enable vulnerable local communities in northern areas of Pakistan to better understand and respond to GLOF risks and thereby adapt to growing climate change pressures⁷⁷.</p> <p>No question, then, that the project design is relevant and timely.</p>
<p>13. Mountain and Markets – Biodiversity and Business in Northern Pakistan. (Follow-up project of MACP)</p> <p>Main Partners: Ministry of Climate Change</p> <p>Main Expected Outputs</p> <ul style="list-style-type: none"> -A Business and Biodiversity Round Table (BBRT) -Voluntary certification schemes for NTFP -National and international demand for biodiversity-friendly NTFP stimulated -A regulatory framework for NTFP collection and trade -Enhanced business and technical capacity of local communities to establish and manage CBEs -Pilot CBEs with community approved business plans established -Improved community access to technical, financial and market advisory services -Developed product certification standards for select NTFP -CBE Conservation and Sustainable Resource Use Agreements developed and integrated with Valley Conservation Plans -Access rights and tenure for local communities secured through collaborative forest and NRM arrangement. -Community-based adaptive management of CBEs -Targeted capacity development of key institutions to support CBE development -Project knowledge and lessons systematically analyzed, documented and shared with key stakeholders in KPK and GB, nationally and internationally 	<p>The project will focus on supply chain management, including the development of voluntary certification systems for selected Non-Timber Forest Products (NTFP), strengthening producer capacity to comply with certification standards, stimulating market demand for certified biodiversity-friendly NTFP and increasing access to markets. The project seeks to create market-based incentives to address threats to biodiversity in northern Pakistan arising from the unsustainable commercial exploitation of NTFP.</p> <p>This seems appropriate for a project design; however, what lessons have been learned from MACP, and other social forestry projects in the area? (concern that lessons from the previous evaluation may not all have been addressed in the current project design).</p>
<p>14. Institutional Strengthening for Phase out of Ozone Depleting Substances</p> <p>Project start date: 01-04-2009 Project end date: 31-03-2012⁷⁸</p>	<p>Montreal Protocol on the Substances that Deplete the Ozone Layer was signed at Montreal, Canada, in 1987. Pakistan signed and ratified the Montreal Protocol in 1992. The Ozone Cell was created in the Ministry of</p>

⁷⁷ UNDP Project Document (i-iv)

⁷⁸ Summary of Progress Report 2011 (Project Snapshot)

Project	Observations on Relevance and Utility
<p>Main Partners: Ozone Cell, Ministry of Climate Change</p> <p>Main Expected Outputs: -ODS phase out programme / activities / projects -Policy & Regulations -Reporting -Mass Awareness -Coordination with implementing agencies</p>	<p>Environment in 1996 to oversee the implementation of the Protocol.</p> <p>Pakistan is not an ozone depleting substances (ODS) producing or exporting country, but imports these substances such as Chlorofluorocarbons (CFCs), Halons and Carbon Tetra Chloride (CTC), etc. for its domestic needs⁷⁹.</p> <p>The project is an important institutional arrangement to implement and coordinate ODS phase-out programmes/ projects in Pakistan. Pakistan fully complies with regard to the implementation of Montreal Protocol in import and consumption. Pakistan has settled the baseline for the import of HCFC and in collaboration with custom authorities the HCFC import as well as the legal trade of ODS is being strictly monitored. This reflects the country's commitment for the preservation of the ozone layer⁸⁰.</p> <p>This all clarifies the relevance of design and the need for the project.</p>
<p>15. Mass Awareness for Water Conservation & Development (MAWCD) Project</p> <p>Project start date: January 2008 Project end date: December 2010.</p> <p>Main Partners: Pakistan Council of Research in Water Resources (PCRWR)</p> <p>Main Expected Outputs: -Survey and documentation of state-of-the-art existing/ improved technologies/ best practices -Demonstration of improved packages for efficient use of water at all levels. -Farmers Days, Field Visits, Exhibitions and Water Conservation Days -Training of farmers and water users in improved packages to stakeholders -Human Resource Development Report on Water -Monitoring & Evaluation, Planning and Monitoring Strategy and workshops -Mass Awareness</p>	<p>This was a three-year project with the specific objectives to collect and document existing knowledge on indigenous and improved technologies for water conservation in agriculture, industries and household; to develop dissemination material and promote best practices for mass awareness and capacity building campaign; and to conduct research and demonstrate the best practices and improved water conservation techniques at grass root level.</p> <p>The project worked on bringing a behavioral change at the grassroots level to inculcate the idea among the different water users to consider water as a precious and limited resource.</p> <p>This all makes sense and reflects the priority that is given to water conservation and accessibility, but the delivery mode and targets are critical to making this work, and implementation of innovative demonstrations (that can be sustained) would be essential to prove the value of the various water conservation approaches/ technologies.</p>

⁷⁹ Prodoc 2009

⁸⁰ Annual Progress Report January – December 2012

Summary of the contributions of each of the projects currently in the E&CC programme (and being evaluated) to the CPAP outcomes. Where the project outputs were not explicitly responding to outcome indicators, the evaluators have broadly interpreted the intended direction of performance and have looked for any evidence of project performance that at least aligns with the outcome statements. Overall conclusions reflecting all project characteristics are also noted. The quality of the contributions to individual CPAP performance indicators is indicated in a very simple manner as follows: **+** = positive contribution (big or small), even if there are some limitations; **○** = not relevant or not clearly linked; **-** = fell short of expectations. Projects that are only just underway, or stalled, are not assessed in this manner (# 11-13).

Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)						
	(2009-2010)			(2011-2012)		(2011-2012)	
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.	
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.
1. Protection and Management of Pakistan Wetlands Project – Full Phase	Sustainable management of wetlands is correctly aligned to environmentally sustainable development, but it is not clear to evaluators that is has been taken up in the stated documents. But, 5 National Parks declared. Revisions to the Wildlife Act. Pakistan Wetlands Policy	Project not related to this, although there is some reference to reduced forest clearing (?). ○	Project not obviously related to this, but again WWF makes some connection to forest management. ○	Wetland management plans were developed but implementation not very apparent, due to lack of financial contributions. However, Provincial and community wetland committees apparently still in place. +	Yes, activities were undertaken in four wetland complexes, but not all sustained (some ongoing community income generation schemes). +	NWCS that was produced would embrace relevant sectors such as fisheries and agriculture, and water conservation, etc. +	Not explicitly linked to climate change, but there is an obscure connection to introduction of renewable energy in communities. ○

Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)						
	(2009-2010)			(2011-2012)		(2011-2012)	
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.	
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.
	approved. Trying to be compliant with RAMSAR. +						
Overall Conclusions: A long and ambitious project that was implemented in a programmatic manner that did not have sustainability of all outputs factored in from the beginning. While awareness of the importance of wetlands appears to have been raised in Pakistan, the actual uptake of effective management plans and sustainability, with full community engagement, appear to be elusive, or at least patchy. There have been contributions to policy development, which is positive, but again the residual issue is how to activate policies on the ground. The project can be classified as correct in its theme and general approach (design generally OK), but only moderately successful in achieving sustainable results (the evaluators are somewhat ambivalent about the reality of overall success of this project).							
2. CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan	Balochistan-focused development, which is good, and informed the Forest Policy. +	Irrelevant, but some reference to energy efficiency. ○	Not really related. ○	Yes, quite good, with community plans implemented and apparently successful. +	Yes, community level activities undertaken. +	Contribution to Balochistan forest policy and revised Forest Act, but status of implementation unclear. +	Not directly linked to climate change. ○
Overall Conclusions: This project seems to have been fairly well-conceived and implemented, with an appropriate focus on a wide range of stakeholders, and introduction of some innovations that apparently have been sustained. There do not appear to have been any serious flaws, in either design or implementation, although there is a lingering concern about long-term sustainability of the initiative.							
3. Conservation of Balochistan Junipers through	Convergent with environmentally sustainable development, but	Trying to reduce CO ₂ by replacing fuelwood with other energy	Attempting to maintain forest cover. +	Juniper-specific action plans developed and trying to scale up	Yes, various related to communities and local	Yes, as above, juniper forest management explicit in plans	Not explicitly related to climate change, but energy efficiency

Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)						
	(2009-2010)			(2011-2012)		(2011-2012)	
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.	
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.
Community Participation	not evident in specific documents. Could be protected under UNESCO. +	sources. +		to World Heritage Site. +	government. +	and programmes in Balochistan. +	was factored in. ○
Overall Conclusions: Generally well-conceived and involved with the right set of stakeholders, addressing an important habitat issue. Somewhat complicated by other initiatives in the same area, so accountability for results is a bit obscure. The potential sustainability of specific initiatives is still a concern, as the juniper forest is a critical natural resource base for local communities, and very practical alternative sources of energy and income need to be readily available to reduce pressure on the forest.							
4. Sustainable Development of Utility Scale Wind Power Production (Phase I)	Yes, wind power should be a key feature of a sustainable energy strategy. +	Yes, it should have contributed to reduction in the carbon footprint. -	Not really relevant. ○	Yes, it was directly engaged in activities that would have facilitated AEDB in its mandate. +	Yes, new in the sense of developing wind power, but not realized on the ground. +	It was consistent with stated policies to promote renewable energy. +	It should have offset carbon dioxide emissions, but not realized on the ground. -
Overall Conclusions: This project was certainly addressing a critical need (energy supply gap) and with a realistic and available renewable energy source. It also was correctly focused on site-specific technology testing and creating an enabling environment for private sector uptake. The project seems to have not quite gone far enough (lack of time? and possibly institutional lack of capacity) and wind power in Pakistan has not developed as planned. This project can be rated as conceptually sound, but lacking in any sustained results and uptake.							
5. SLMP - Sustainable Land Management to	Yes, SLMP was totally convergent with environmentally	Not directly related to CC mitigation. ○	Not specifically addressing forest areas. ○	Production of VLUPs is positive and community-oriented.	Many on-the-ground demonstrations were undertaken,	Was responding to the UNCDD obligations, and directions given	In some cases, development of local adaptation measures

Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)						
	(2009-2010)			(2011-2012)		(2011-2012)	
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.	
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.
Combat Desertification in Pakistan	sustainable development and responding to UNCCD mandate. Informed the National Forest Policy. +			+	and some sustained. +	in national policies and plans. +	(terracing, and traditional drainage/ agriculture systems, etc.). +
Overall Conclusions: This project can be rated as relatively successful in addressing an important issue pervasive in Pakistan, and engaging the required range of stakeholders, with an emphasis on location-specific issue identification (in many areas) and trial innovations with good community engagement. It is understood that a Phase 2 is on its way, which will help solidify gains from the first phase.							
6. Establishment of National Environmental Information Management System	Could have informed any development plan or strategy, but did not. -	Not related. ○	Not related. ○	Capacity should have been built for information collection and analysis, but it was not sustained and did not show up in action plans. -	Not really relevant, but could have informed any new environmental initiative, if in place and accessible. ○	Not directly related. ○	Not relevant. ○
Overall Conclusions: While needed (better environmental information management and dissemination), the project has not been successful, as the local capacity and willingness to work on detailed data collection and organization, and then feed that into a functional system, has never really been there. There was universal agreement that the project has fallen well short of its original objectives.							
7. One UN Joint	National CC	Some small	Some PICs	CC action plan is	The GRIPs and	CC actions being	Several of the

Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)						
	(2009-2010)			(2011-2012)		(2011-2012)	
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.	
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.
Programme on Environment	Policy was produced and accepted by Parliament, and action plan being developed. National Sustainable Development Strategy dialogue was advanced and presented at Rio+20. Concepts incorporated into the 5-year National Plan (2011-2015). Informed the National Forest Policy and the Energy Conservation Act. +	initiatives on energy efficiency could contribute. +	address reforestation, consistent with this. +	being developed, with Provincial actions anticipated. +	PICs are all environmental initiatives. +	defined and could be implemented. +	GRIPS are directly related to climate change. +
Overall Conclusions: This "project" has covered many important elements (policy development, extensive consultations, engagement of federal and provincial stakeholders), and has supported community and provincial implementation of projects that address the full spectrum of environmental issues in Pakistan. It is not entirely clear that it was actually conceived from the beginning to do all this, but it is nevertheless apparently successful in hitting just about everything,							

Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)						
	(2009-2010)			(2011-2012)		(2011-2012)	
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.	
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.
relatively well.							
8. PEECH- Reducing Pressure on Forest Resources and CO₂ Emissions through Provision and Promotion of Housing Technologies	Development of building codes and energy efficiency guidelines should contribute to national strategies. Promotion of local market forces is consistent with Pakistan development strategies. +	The project addresses directly reduction of GHG emissions. +	Should contribute to reduced forest clearance. +	Contribution to provincial policies and plans. +	Yes, varied at community and private sector levels. +	The entire intervention is pro-sustainable development. +	Totally convergent with local climate change issues (both mitigation and adaptation). +
Overall Conclusions: This project has a sharp focus (geographically and thematically) and has very clear practical applications that apparently have reached a large number of stakeholders. Good engagement with on-the-ground initiatives and work on creating enabling environments for technology uptake (policies, guidelines, and financing mechanisms). The project seems to be quite well-managed and well-documented.							
9. PURE – Productive Use of Renewable Energy	If actually completed, it is consistent with policies to promote renewable energy use and	Should be replacing non-renewable energy sources (it is doing that, CDM AKRSP part).	There should be a reduction in forest cutting for fuelwood, but apparently it has not occurred yet.	If completed, should be actual implementation of RE in productive use (small businesses).	Yes, in theory, it is a new and appropriate initiative. +	Yes, it is RE within rural development (small business level). +	Yes, it is addressing RE opportunities (CC mitigation). +

Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)						
	(2009-2010)			(2011-2012)		(2011-2012)	
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.	
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.
	enhancement of rural livelihoods. +	-	-	-			
Overall Conclusions: This project consistently drew an uncomfortable reaction from everyone engaged in the evaluation, and there was little discussion of the specific reasons (it is understand a recent review of the project is still stuck; not all parties signing off). The main difficulty seems to lie with the abilities/ capacities of the Implementing Partner (meetings were not set up with AEDB, so details could not be explored). In any case, what may have been well-conceived in design did not come to fruition, apparently.							
10. BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling	Yes, consistent with intention to push energy efficiency. +	Should reduce GHG emissions, when EE appliances hit the market place (25-30% efficiencies expected). +	Not related. ○	Yes, standards and guidelines have been developed. EE and Conservation Bill drafted (waiting for approval). +	Yes, all of it is new and relevant. +	Uptake of EE appliances is expected, eventually. +	All of it relates to reduction of GHG emissions (mitigation). +
Overall Conclusions: A conceptually sound design for this project and progress seems to have been quite good. Perhaps some of the critical assumptions regarding all required institutions being in place, to put full effect to the project, were too sanguine.							
11. Pakistan Sustainable Transport Project (just underway)	This is potentially totally consistent with more energy efficient transportation systems, which will address both energy and air	Should be contributing to a reduction in GHG emissions (but not yet).	Not related.	Two urban transport systems rationalized and implemented (expected with the project).	Specifically in Lahore and Karachi, addressing two highly populated urban areas.	These should fit nicely within appropriate urban development plans (if fully implemented).	Expected to help reduce GHG emissions (eventually).

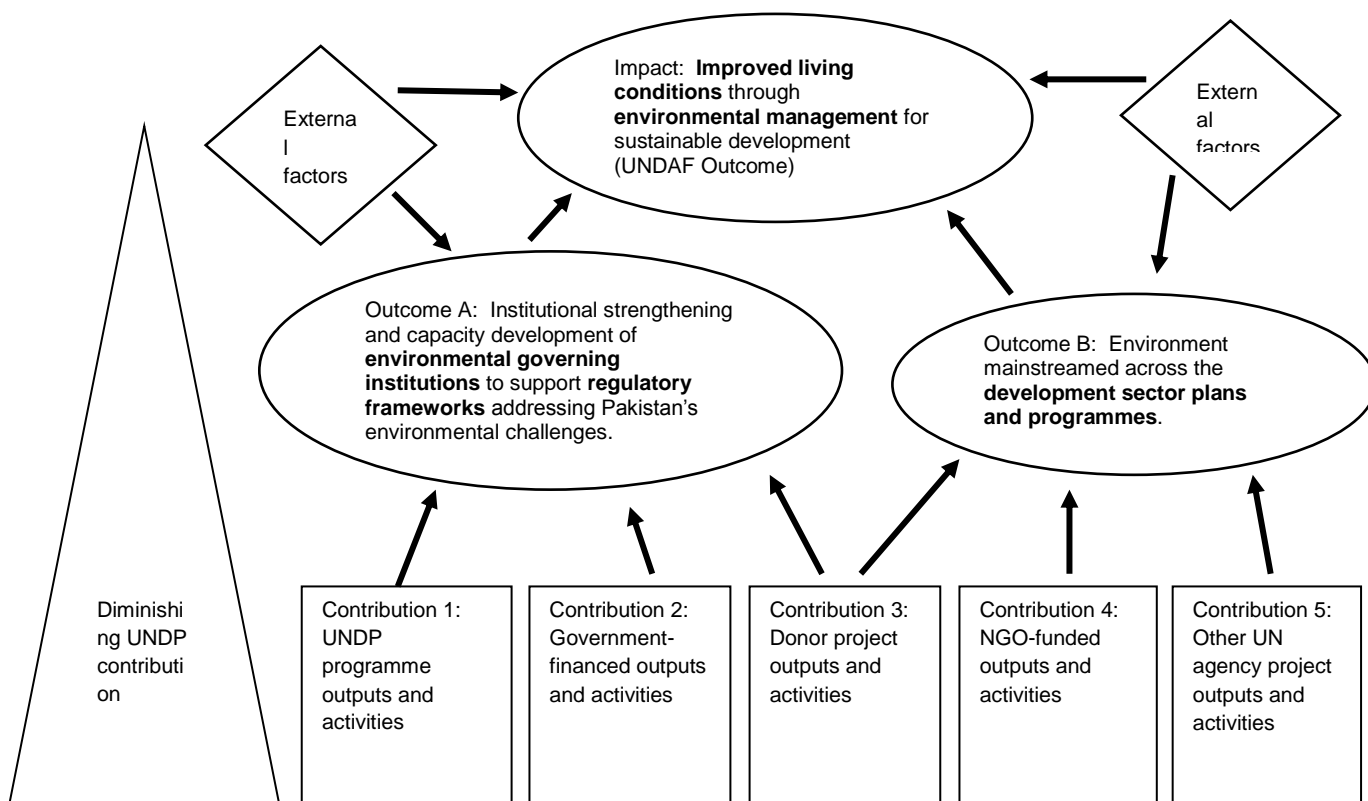
Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)						
	(2009-2010)			(2011-2012)		(2011-2012)	
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.	
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.
	quality issues.						
Overall Conclusions: Seems to be addressing a critical sector, in terms of potential for energy conservation, but no progress yet, so an assessment cannot be made.							
12. GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan (somewhat stalled)	Not really addressing this, as it is concerned with local climate change risks.	Not related.	Not related.	Yes, it should help clarify the most effective approaches for identifying and precluding risks from GLOFs, through project actions.	Yes, there will be more appropriate preventative measures for glacier-adjacent areas.	Not specifically development related.	Yes, this is focused on specific climate change issues at the community level (but not evident yet).
Overall Conclusions: Fairly sharp focus for climate change adaptation, but off to a slow start (various reasons are noted, but do not seem to have been adequately anticipated in the original project plan).							
13. Mountain and Markets – Biodiversity and Business in Northern Pakistan. (Follow-up project of MACP) (just underway)	This should be respecting the direction articulated in various plans and strategies regarding social forestry and community-based NRM, with development of	Not directly related.	Perhaps some contribution to reduced tree-cutting might be expected.	If sustainable CBEs can in fact be created and matched to markets, this would be a significant achievement.	A new environmental initiative in itself.	These CBEs would be nested within local development plans.	Yes, hopefully will reduce pressures on northern forests (retain CO ₂ sequestration).

Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)						
	(2009-2010)			(2011-2012)		(2011-2012)	
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.	
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.
	sustainable alternative livelihoods.						
Overall Conclusions: Difficult to make any conclusions, as not yet underway. Seems to have levered off the MACP, but some concerns have been expressed that all the lessons from the evaluation of that previous project may not have been incorporated in this current project.							
14. Institutional Strengthening for Phase out of Ozone Depleting Substances	Directly addressing obligations of the Montreal Protocol, to which Pakistan is a signatory. +	Not related. ○	Not related. ○	Yes, is moving through the required stages in the established protocols to address ozone-depletion. +	Yes, the project is now tackling HCFCs (but challenging). +	Not nested within a development programme <i>per se</i> . ○	Not related. ○
Overall Conclusions: An "okay" project that is addressing the obligatory steps in the Montreal Protocol, with some sound achievements, but also the usual challenges in changing industry practices. Pretty much on track.							
15. Mass Awareness for Water Conservation & Development (MAWCD) Project	Certainly water conservation would be an essential feature of the PRSP; so consistent with this. +	Not related. ○	Not related. ○	Does not seem to have led to specific actions; stopped short at awareness-raising. -	Cannot say that this is a new environmental initiative. ○	Perhaps reflecting messages in development plans and programmes, rather than informing them. ○	Not related. ○

Project	Status of UNDP Outcome Performance Indicators (Contribution of Project)							
	(2009-2010)			(2011-2012)		(2011-2012)		
	1. A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis.			1. Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.		2. Environment mainstreamed across the development sector plans and programmes.		
	1.1 Environmental issues integrated in Ten Year Plan and PRSP.	1.2 Zero increase in CO ₂ and NO _x emissions (0.4% of world total 1998).	1.3 Forest cover from 4.8% to 5.2%.	1.1 Number of action plans developed and implemented.	1.2 Number of new environmental initiatives undertaken.	2.1 Number of development programmes with environmental interventions incorporated.	2.2 Number and type of livelihood programmes addressing climate change issues at the local level.	
Overall Conclusions: It is difficult to rate this project, as it essentially did what it planned to do (massive awareness-raising), but the concept of awareness-raising without due attention to the fundamental driving factors in poor water conservation (such as poor policies, distorted pricing, poor water quality, etc.) is a weak one.								

3. Outcome Model (Environment and Climate Change)

This hierarchy of results and linkages was used to guide the evaluators' analysis of participant comments and statement of results in the project/ programme documentation.



4. Evaluation Schedule

UNDP Outcome Evaluation Events and Time Table

Date	Event	AM	PM
March 19 th - 22 nd	Review of documents		
March 25 th	Draft IR to UNDP		
March 28 th	Feedback on IR		Evaluation Group Meeting
March 28 th –April 6 th	Methodology/tools/ questionnaire fine tuning/print		
March 29 th –April 6 th	Letters to stakeholders/ personal for meeting/ appointments		
April 7 th	JC arrived in Islamabad		UNDP Briefing
April 8 th	UNDP Related meetings	Individual meeting with -Deputy Country Director,	Individual meetings -Chief Environment & Climate Change Unit -Chief and Staff of Strategic Management Unit
April 9 th	UNDP Related meetings	Individual meeting with -E&CC Program	-Group meeting -Chief and Staff of Strategic Management Unit -CRRU, Unit
April 10 th	Various Related	Individual meeting with -ENERCON -Ex-DG-Pak Metrological Dept. -AKDN -Chief Environment, Planning Commission	Individual meeting with -Climate Change Centre -Ministry of Climate Change
April 11 th	Various Related	Individual/ Group meetings -Skype meeting with UNDP-APRC Staff -E&CC programme staff -IUCN	Individual/ Group meetings -JS (UN) EAD -UNIDO -Meeting with NPM ongoing projects
April 12 th	UNDP related	Skype meeting with Ex Chief, Env. Unit UNDP	Desk Review and Documentation
April 13 th	Evaluation report related	Desk Review and Documentation	Desk Review and Documentation
April 14 th	Rest		
April 15 th	Provincial Visit (Peshawar)	Provincial Govt. meetings	Provincial Govt. meetings
April 16 th		Desk Review and Documentation	Meetings with GO Baluchistan, GO Gilgit Baltistan, Private sector Sindh
April 17 th		Desk Review and Documentation	Meeting with MOCC GEF Cell, InterCooperation
April 18 th		Meeting with WWF	Desk Review and Documentation
April 19 th	Debriefing	ER Group De-Briefing Meeting	

Date	Event	AM	PM
April 20 th	JC Departed		
May 3 rd	Draft Evaluation Report to UNDP		
May 3 rd - May 22 nd	UNDP/ERG review of report and provision of feedback		
June 2 nd	Second draft Outcome Evaluation Report to UNDP		
July 3 rd	Third draft Outcome Evaluation Report to UNDP		
July 9 th	Final Outcome Evaluation Report to UNDP		
July ?	Power point presentation and evaluation debriefing for dissemination to the stakeholders		

5. List of People Contacted

A. Karim Nayani, Director Rural Development and DRR, AKF Pakistan

Aadil Mansoor, Chief, Strategic Management Unit, UNDP

Abdul Qadir, UNDP Kenya (via Phone)

Ahsan Imtiaz Paracha, Program Officer, AKF Pakistan

Ali Raza, Chief, Foreign Affairs section, P&D Department, Govt. of KPK

Amanullah Khan, NPC, ONE UN JPE

Ambassador Shahid Kamal, Climate Change Center, COMSATS

Arjumand Nizami, Program Head, InterCooperation

Asif Khan, NPM Ozone/ Montreal Protocol Project

Azam Khan, P&D Department, Govt. of Gilgit-Baltistan

Bilal Quereshi, Junior Professional Officer, Environment and Climate Change Program, UNDP

Dr. Asad Ali Shah, Secretary P&D, Govt. of KPK

Dr. Bashir Ahmed Wani, CPR, SLMP Project

Dr. Ghulam Akbar, Senior Programme Director, WWF-Pakistan

Dr. Mukhtar Ahmed, Senior Joint Secretary, EAD, Govt. of Pakistan

Dr. Qamar uz Zaman Chaudry, Ex DG, Pakistan Meteorological Department,

Dr. Saleem Janjua, NPM, PAKSTRAN Project

Dr. Sami-uz-Zaman, Chairman, Global Environmental Management Services

Ghazala Raza, Senior Programme Coordinator, GEF Cell, MoCC

Gul Najam Jamy, Chief, Environment and Climate Change Unit, UNDP

Haider Raza, EIA Expert, Gilgit-Baltistan

Hameed Marwat, Chief, Environment Section, Planning Commission, Govt. of Pakistan

Hamid Sarfraz, Programme Coordinator, IUCN

Hayat Khan, Programme Officer, Strategic Management Unit, UNDP

Irfan Tariq, Director General, Ministry of Climate Change, Govt. of Pakistan

Irfanullah, SLMP Project, KPK

Kalim Ullah GOB

Khalil Ahmed, NPM, GLOF Project

Liaquat Director EPA, Govt. of KPK

Matloob, UNIDO

Mehboob Elahi, NPM, NEIMS

Mian Shaukat Shafi, Unit Head, Urban, Water, and Emergency Assistance, Asian Development Bank, Pakistan

Mohammad Tasleem Khan, ENERCON

Mr. Kashani DG EPA, GOB

Muhammad Fawad, Programme Coordinator, GEF Cell, MoCC

Nadeem Bukhari, Program Officer, InterCooperation

Nadia Aftab, National Programme Officer, UNIDO

Naeem Anwer Khan, Project Expert, (BRESL) Project, ENERCON

Nauman Rafiq, Company Secretary, Environment and Climate Change Fund, ENERCON

Nauman, Water & Sanitation Dept., LG &RDD, Govt. of KPK

Nawab Ali Khan, NPM, PEECH Project

Nusrat Nassab, Executive Officer, FOCUS Humanitarian Assistance, Pakistan

Pradeep Kurukulasuriya, Senior Technical Advisor for Adaptation UNDP Asia Pacific Regional Centre, Bangkok (via Skype)

Qaiser Alam, Chief Economist, Govt. of KPK

Qayum Ali Shah, PEECH Project

Saad ullah, Climate Change Coordinator, IUCN

Said Badshah Khan, Sec LG &RDD Govt. of KPK/ DG PFI

Saleem Khan, Programme Assistant, Environment and Climate Change Program, UNDP

Saleemullah, Programme Officer, Environment and Climate Change Program, UNDP

Sher Khan, AKRSP, Pakistan

Shezad Shigri, Dir EPA, Govt. of Gilgit-Baltistan

Tracy Vienings, Deputy Country Director, UNDP

Waqar Zafar, Chief Environment Section, P&D Department, Govt. of KPK

Zahoor Ahmed Bazai, Director, University of Balochistan

De-briefing Meeting Participants

Aadil Mansoor, Chief, Strategic Management Unit, UNDP

Aisha Mukhtar, Gender Focal Person, UNDP

Azar Bhandara, Chief, Governance Unit, UNDP

Gul Najam Jamy, Chief, Environment and Climate Change Unit, UNDP

Hammed Marwat, Chief Environment Section, Planning Commission, Pakistan

Hayat Khan, Programme Officer, Strategic Management Unit, UNDP

Marc Andre, Country Director, UNDP Pakistan

Nauman Rafiq, ENERCON

6. References

Programme Documents:

UNDP Country Programme - Mid-Term Review 2004-2008.

UNDP Strategic Plan 2008-2011.

UNDP Pakistan Annual Report. 2011.

National Environmental Action Plan Support Programme Mid-Term Evaluation. 2006.

Project Snapshots of Joint Programme on Environment.

CPAP. Country Program Action Plan 2004-2008.

CPAP. Country Program Action Plan 2011-2012.

CPAP. Country Program Action Plan 2013-2017.

Pak One UN Joint Program II (2013-2017).

Disaster Risk, Livelihoods and Natural Barriers, Strengthening Decision Making Tools for Disaster Risk Reduction: Case Study from Northern Pakistan. 2007.

Conservation of Sulaiman Markhor and Afghan Urial by Local Tribesmen in Torghar: Case Study and Lessons Learnt.

Flora of Ziarat: Ethnobotanic & Medicinal Importance.

Treasure in My Backyard: Sulaiman Markhor – Sustainable Use of Natural Resources in Northern Balochistan.

Human Development Report ; Sustainability and Equity – A Better Future for All. 2011.

Development Amidst Crisis – Pakistan. Millennium Development Goals. 2010.

Reference Documents:

Handbook of Planning, Monitoring & Evaluation for Development Results. 2009.

Evaluation Guide for Development Result. 2009.

UN Evaluation Group (UNEG) – Norms for Evaluation in the UN System.

UNDP Asia-Pacific Human Development Report – One Planet to Share: Sustaining Human Progress in a Changing Climate. 2012.

UNDP Guidelines for Outcome Evaluations (Evaluators)/ UNEG Norms for Evaluation in the UN System. April 2005.

UNDP Biodiversity and Ecosystems Global Framework (2012-2020).

UNDP Climate Change Strategy – Climate Change at UNDP: Scaling Up to Meet the Challenge (2008).

UNDP Pakistan (E&CC Unit related):

ECCU Strategic Framework (April 2012 and June 2012).

Brief on ECCU Climate Change Interventions (April 2012).

Strategic Re-positioning of ECCU (August 2012).

Environment Unit Outcome Evaluation. 2005.

UNDP Pakistan (environment and climate change related projects):

Study of GEF Projects in Pakistan (2012).

Other Documents

National Environment Policy (2005).

National Economic and Environmental Development Study (2011).

National Sustainable Development Strategy (Draft 2012).

National Climate Change Policy (2012).

Report on Participation of Pakistan's Delegation in the United Nation's Conference on Sustainable Development (UNCSD)-Rio +20 (August 2012).

National Wetlands Policy.

Synthesis Report On Pakistan's Preparatory Process for UNCSD (October 2011 - National Preparatory Process for UNCSD (Rio, June 2012).

Pakistan MDG Report 2010.

Economic Growth Framework of Pakistan (2012).

UNEG, 'Handbook for Integrating Human Rights and Gender Equality in Evaluations in the UN System', 2011.

Project Documents:

Project Name	Document
Protection and Management of Pakistan Wetlands Project – Full Phase	<ul style="list-style-type: none"> • Project Snapshot • Project Document • Mid-Term Review-2009 • External Monitoring & Evaluation Report – 2009 • Annual Progress Reports 2006, 2007, 2008, 2009 & 2011
CHAS - Conservation of Habitats & Species of global significance in arid & semi-arid ecosystems in Balochistan	<ul style="list-style-type: none"> • Project Snapshot • Project Document • Mid-Term Evaluation Report-2008 • Terminal Evaluation Report-2012 • Annual Progress Reports 2006, 2007, 2008, 2009 & 2011
Conservation of Balochistan Junipers through Community Participation	<ul style="list-style-type: none"> • Project Snapshot • Project Document • Mid-Term Evaluation Report – 2009 • Terminal Evaluation Report-2012 (draft) • Ecotourism Plan 2010 (Published) • Life Around Juniper-2010 (Published) • Annual Progress Report 2008
Sustainable Development of Utility Scale Wind Power Production (Phase I)	<ul style="list-style-type: none"> • Project Document • Annual Progress Reports 2006, 2007, 2008 & 2009 • Mid-Term Evaluation – 2008 • Terminal Evaluation – 2011
SLMP - Sustainable Land Management to Combat Desertification in Pakistan	<ul style="list-style-type: none"> • Project Snapshot • Project Document • Final Review-2010 (draft) • End of Project Evaluation Report-2011 • Annual Progress Reports 2006 & 2008
Establishment of National Environmental Information Management System	<ul style="list-style-type: none"> • Project Snapshot • Project Document • Annual Progress Reports 2007 & 2008
One UN Joint Programme on Environment	<ul style="list-style-type: none"> • Project Snapshot
PEECH- Reducing Pressure on Forest Resources and CO2 Emissions through Provision and Promotion of Housing Technologies	<ul style="list-style-type: none"> • Project Snapshot • Project Document • Annual Progress Report 2012
PURE – Productive Use of Renewable Energy	<ul style="list-style-type: none"> • Project Snapshot • Project Document • Annual Progress Report 2012
BRESL - Barrier Removal to Cost Effective Development and Implementation of Energy Efficient Standards and Labeling	<ul style="list-style-type: none"> • Project Snapshot
Pakistan Sustainable Transport Project	<ul style="list-style-type: none"> • Project Document
GLOFs – Reducing Risks and Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan	<ul style="list-style-type: none"> • Project Snapshot • Project Document • Annual Progress Report 2012

Project Name	Document
Mountain and Markets – Biodiversity and Business in Northern Pakistan. (Follow-up project of MACP)	<ul style="list-style-type: none"> • Mountain Areas Conservancy Project (MACP) - Conservation Education & Awareness Component Final Evaluation – 2005 (draft) • Annual Progress Report 2006
Early Recover Programme (Environment and Climate Change Unit intervention under ER):	
Promote alternate energy in the selected flood affected areas of KPK, Punjab and Sindh to enhance socio-economic resilience of the local community and improved livelihoods	<ul style="list-style-type: none"> • Project Document December 2011 • Project Completion Report - August 2012
Restoration of communities' energy needs through provision of subsidized and alternate energy in selected flood affected areas.	<ul style="list-style-type: none"> • Proposal November 2010 • Progress Review Report - Jan-Sept 2011
Early Recovery in 4 Most Severely Affected Districts in Sindh Province by 2011 Floods through Global Environment Facility Small Grants Programme (GEF -SGP)	-
Institutional Strengthening for Phase out of Ozone Depleting Substances	<ul style="list-style-type: none"> • Project Snapshot • Project Document • Annual Progress Reports 2006, 2008 & 2012 • Plan for 2007-2008
Mass Awareness for Water Conservation & Development (MAWCD) Project	<ul style="list-style-type: none"> • Annual Progress Reports 2008 & 2009

7. Proposed UNDP CPAP: 2013-2017 (E&CC Component)

22. Pakistan has resiliently faced devastating natural disasters, including floods, earthquakes, landslides and droughts, and tackled crisis-related challenges. The 2010 floods alone affected more than 18 million people, destroyed or damaged 1.9 million houses and ruined 6.2 million acres of crops. Damage to infrastructure, habitat and loss of livelihoods, increased food and nutrition insecurity, and the trauma of displacement have added to the challenges, both short term and long term. The impact of these crises has been particularly severe for the most vulnerable groups. The Government has shown its strong commitment to disaster management by signing the Hyogo Framework for Action 2005 and creating a disaster management framework. Additional efforts are needed to enhance disaster risk management capacities and institutional linkages for an effective multi-hazard response, including preparedness, mitigation, recovery and coordination.

23. Pakistan also faces considerable vulnerability to climate change and environmental degradation. The burden falls disproportionately upon the poor and most vulnerable due to loss of livelihoods. These environmental challenges are compounded by natural resource management problems such as insufficient water and solid waste management, loss of forest cover and land degradation. The Government has made encouraging progress in approving environmental legislation and building capacities to address environmental challenges. Additional efforts are needed to promote climate change adaptation through institutional strengthening and policy adjustments, as the climate change and environmental challenges are likely to accelerate with population and economic growth and rising energy demands. Renewable energy strategies also need to be promoted, particularly for the poor, and public policies and measures need strengthening to engage civil society and build stronger public- private partnerships.

Related UNDP focus area(s): Crisis prevention and recovery; Environment and climate change

<p>Outcome 3.2: Vulnerable populations benefit from improved sustainable environmental management practices, including climate change mitigation and adaptation;</p> <p>Indicators: Per cent reduction in CO₂ emissions; Number of key environmental institutions implementing adaptation and mitigation plans; Number of private sector companies, academic institutions and media bodies engaged in joint public awareness/advocacy initiatives on climate change.</p>	<p>Programme approach: Support formulation and implementation of gender-sensitive provincial climate change adaptation and mitigation action plans through stakeholder consultations, capacity development and resource mobilization for targeted initiatives.</p> <p>Output 3.2.1: Gender-sensitive climate change adaptation and mitigation strategies and action plans developed and piloted at local level by federal and provincial governments, private sector, academia and civil society, including women's groups.</p> <p>Indicator: Number of gender-sensitive provincial climate change adaptation and mitigation action plans developed and implementation supported. Baseline: National Climate Change Policy developed; Targets: At least four gender-sensitive provincial climate change action plans developed, including ecosystem vulnerability mapping, and implementation supported; enhanced global resources for climate change adaptation and mitigation; Reducing Emissions from Deforestation and Forest Degradation (REDD) mechanism established and appropriate mitigation actions for four selected forest types demonstrated.</p>	<p>Federal: Ministry of Climate Change; Planning Commission; Meteorological Department; Space and Upper Atmosphere Research Commission; Geological Survey of Pakistan Provincial: Planning and Development Departments; Environmental Protection Departments Others: UNEP, UNIDO, FAO, UNESCO, other United Nations agencies/funds, academia, think-tanks, media, civil society organizations.</p>	<p>Regular: 4 400 Other: 25 000</p>
---	---	---	---

Intended new strategy for E&CC:

Strategic Areas of Support:

UNDP will support the national partners in four areas under the environment and climate change framework. These will include: a) Capacity Development of Environmental Institutions; b) Implementation of Environmentally Sustainable Practices; c) Building Resilience to Climate Change; and, d) Mainstreaming Environment in Post-disaster (crisis) Response.