

End of Project Evaluation Report
Sustainable Land Management Project

Submitted To

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Abbreviations

MOE	Ministry of Environment
SLM	Sustainable Land Management Project
P&D	Planning and Development Department
LUP	Land Use Plan
PCC	Provincial Coordination Committee
NCC	National Coordination Committee
NDCF	National Desertification Control Fund
GOP	Government of Pakistan
AJK	Azad Jammu and Kashmir
UNDP	United Nations Development Program
GEF	Global Environmental Facility
KP	Khyber Pukhtunkhwa
VLUP	Village Land Use Plan
NLUP	National Land Use Plan
DCO	District Coordinating Officer
PLUP	Provincial Land Use Plan
NPD	National Project Director
IP	Implementing Partner
GIS	Geographic Information System
GPS	Global Positioning System
iNRM	Integrated Natural Resource Management
NRM	Natural Resource Management
PPS	Pilot Project Site

PPP	Public Private Partnership
WFP	World Food Program of the United Nations
NDMA	National Disaster Management Authority
PMD	Pakistan Meteorology Department
LD	Land Degradation
M&E	Monitoring and Evaluation
EWS	Early Warning System
PPC	Provincial Project Coordinator
EAD	Economic Affairs Division

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Executive Summary

Background and Objectives

The “Sustainable Land Management” project to Combat Desertification in Pakistan” to be implemented in two phases over a period of 8 years has been co-funded by GEF, UNDP, and Government of Pakistan. Phase-1 of the project aims at creating an enabling environment for mainstreaming Sustainable Land Management (SLM) practices, institutional capacity building, and implementation of nine pilot projects for demonstrating SLM practices in arid and semi-arid regions of all the four provinces of Pakistan. The phase-II will focus on upscaling best SLM interventions over wider landscape.

Unsustainable land management practices in Pakistan are causing significant environmental problems, including soil erosion, loss of soil fertility and associated crop productivity, flash floods, sedimentation of water courses, and deforestation and the associated loss of carbon and biodiversity assets.

The project depends on the strong commitment of the Government of Pakistan and the involvement of key stakeholders, in particular those at the community level.

The purpose of this Final Evaluation, which has been conducted in accordance with established UNDP and GEF procedures and ‘Guidelines for GEF Agencies in Conducting Terminal Evaluations’ is to undertake a systematic and impartial examination of progress (quality & quantity) against the physical targets, realization of project outcomes and outputs as per project documents and present findings on the project design, coordination, implementation arrangements and pilot demonstrations (feasibility studies) of the SLM practices as completed in Phase-I.

Findings

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 development of community-based SLM funds and devising VLUPs, and (iii) Gaining trust of the Provincial governments to contribute co-financing for the Pilot and Up-scaling Phases.

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 absence of a systematic impact monitoring mechanism.

For outcome 1 (Enabling Environment for Mainstreaming SLM Practices), the Project has timely delivered all major planned activities by undertaking a gap analysis of sectoral policies, developing a background paper on C&I indicators, and developing a draft PIF for the up-scaling phase. However, an expectation at the Project design stage that the Project will be able to

influence the policy making process was unrealistic when compared to ground realities. Therefore, Component 1 is rated as ‘Moderately Unsatisfactory’ for its Relevance and Effectiveness and Satisfactory for Efficiency. Whereas, the sustainability rating for Outcome 1 is ‘Unlikely’ due to Institutional Framework and Governance and Sociopolitical risks.

For outcome 2 (Capacity Building for Sustainable Land Management) key impact activities have been support to the Pakistan Meteorology Department (PMD) and the development of a Public Private Partnership (PPP) in the seed sector. Other activities such as undertaking a TNA, arranging trainings, and public service messages should have been inter-linked with the implementation of the other four Components. Also, there is little assessment of the impact of these later capacity building and dissemination activities. Due to the innovative activities undertaken the Terminal Evaluation rating for Outcome 2 is S: ‘Satisfactory’, whereas the Risk Rating is ‘Moderately Unlikely’ due to Financial Risks.

For outcome 3 (Mainstreaming SLM into Land Use Planning Process) the Project has developed draft LUP guidelines. Also, through the development of VLUPs the Project has demonstrated the utility of LUPs to the Provincial governments. Therefore, the rating for the relevance, effectiveness, and efficiency of this Outcome is S: ‘Satisfactory’, whereas the Risk Rating is ‘Moderately Unlikely’ due to Sociopolitical and Institutional Framework and Governance risks related to the development of LUP policy.

For outcome 4 (Participatory Feasibility Studies for Demonstration of SLM Practices) a number of activities were linked to economic benefit and the pilot projects were implemented in a participatory manner. However, the high number of activities within each pilot project led to thinly spread impact. The Component Rating for the Relevance, Effectiveness, and Efficiency of this Outcome is S: ‘Satisfactory’, whereas the Risk Rating is ‘Moderately Likely’ since the pilot projects are set in micro-settings and the possibility of up-scaling and continuity is related to various factors including the approval of an Up-scaling Phase, community-led replication, and leveraging collaboration with major development partners in the country.

For outcome 5 (Lessons Learned and Adaptive Management) the establishment of PCUs within the P&D departments has ensured effective implementation while efficiently coordinating with government counterparts. Therefore, the Component Rating for the Relevance, Effectiveness, and Efficiency of this Outcome is S: ‘Satisfactory’, whereas the Risk Rating is ‘Likely’ because the outcome depends on the setting up of Desertification Cells/Units and is contingent upon the willingness of respective provincial governments.

Catalytic Role

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. But these efforts are likely to be restricted at the respective district level due to absence of macro policy development by the GoP.

The Project has largely 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 grass root replication of the technical knowledge generated and practices established through the Project.

M&E Systems

A key strength of the M&E system has been the hands on approach which led to continual modifications during project implementation. Utilizing this monitoring system, the Project has been able to make course correction measures when required.

However, as an indispensable component of the project, the M&E system needs to improve the monitoring for long term changes or impacts, which has been assessed as a key weakness in the M&E system. Also, the M&E system itself has not been well documented, which risks leading to a fragmented approach.

Since the Project has been co-financed by three stakeholders including GEF, UNDP, and GOP, the Project has to comply with reporting requirements of all three donors, which consequently results in using three different reporting guidelines.

Based on the quality of M&E design and quality of M&E implementation, the M&E system is rated as MU: 'Moderately Unsatisfactory'

Assessment of Process Affecting Attainment of Project Results:

The Project has adopted an efficient approach by dividing implementation into Pilot and Up-scaling Phases, where different ideas/techniques could be experimented during the pilot phase for large scale replication and up-scaling in the consequent phase.

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. However, 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 by the GoP.

Moreover, frequent transfers of the government counterparts, and devolution of Ministry of Environment to respective Provincial Departments of Environment have affected continuity of effort as SLM is a relatively new concept.

In terms of stakeholder involvement, the Project provided ownership from the start of the project by selecting Pilot Project Sites (PPS) in consultation with the respective Provincial Government.

In support of project sustainability, the GoP has provided co-financing of USD 1.25 Million for the Pilot Phase. After the decentralization in June 2011, the four provinces have been providing

the outstanding co-financing amount at the time which totaled PKR 28.804 million. In addition, the participating communities have also contributed USD 153,000. The later was unanticipated at the time of project design.

In addition, SLMP has been successful to some extent in mainstreaming SLM into National and provincial level planning processes with separate budgetary allocations. In this regard, two provinces, Sindh and Baluchistan have provided SLM funds of PKR 100 million and PKR 3.6 million, respectively.

When managing its finances, the Project has faced difficulties due to non-provision of financial authority to the National Project Coordinator (NPC).

The budget distribution among Project Components is relative to the associated impact and outreach. However, the Project Management costs accounted for almost one-third of the audited Project expenses. This is a higher proportion and the expenses were incurred due to the two year extensions provided to the Project.

Key Recommendations

The following key recommendations are provided to ensure improved and more efficient implementation of the up-scaling phase:

1. Due to low Government priority for policy review it is recommended that the Project focuses on lobbying with the government and enhancing awareness on SLM towards potential impact on policy in the long run.
2. Considering the recent decentralization, the Project will have to have higher involvement at the Provincial levels for aspects of Policy development.
3. Capacity Building should be considered as a cross-cutting theme across all components to ensure practical capacity development;
4. A systematic monitoring and impact assessment mechanism should be implemented to assess the utility of capacity building activities;
5. The sustainability LUPs is contingent upon the availability of LUP policy and implementation mechanisms. Without these measures, any LUPs designed by the Project will be instruments reserved merely for Project use. Therefore, it is recommended that during the up-scaling phase the Project focuses on advocacy related to LUP policy development.

6. Considering the catalytic role of private sector on up-scaling, the Project should focus on facilitating more PPPs in the next phase.
7. In the future, the number of demonstration activities should be reduced and an attempt should be made to focus on a system-based approach to ensure comprehensive guidance in SLM, e.g. management of a Rod Kohi system.
8. For sustainability of activities it is necessary for the project to provide training in management and develop input and marketing linkages for the participating communities.
9. The Project Coordination Units, NCU and PCUs, be converted into Desertification Cells earlier than planned in the Up-scaling phase.
10. The Project should incorporate Disaster Risk Management (DRM) and Disaster Risk Reduction (DRR) into pilot projects in the future. Also, funding should be provided for safe drinking water to the communities in the pilot project sites.
11. A consultative review needs to be undertaken of the current IP contractual mechanisms.
12. The Project should link communities to complementary projects operational in the country to ensure wide scale adoption, where possible. Moreover, the experience and lessons learnt by the project need to be well disseminated through a strong Knowledge Management Component.
13. The Project should justify transitioning into an up-scaling phase by demonstrating systematically assessed impact, and the extent to which the project will contribute to resolving the quantum problem of land degradation in the target areas
14. The project should provide financial authority to the NPC for making budgetary expenditure within a certain limit. Also, to avoid high Management Costs due to project delays, the Project Management should consider a one year gestation period for mobilizing project inputs and devising effective coordination mechanisms.

1. Introduction

The Ministry of Environment (MoE), Government of Pakistan is implementing a full-scale GEF-UNDP and GoP funded “Sustainable Land Management” project to Combat Desertification in Pakistan” to be implemented in two phases over a period of 8 years. The phase-1 of the project was launched in 2009 and is expected to be complemented by June 2012. This phase aims at creating an enabling environment for mainstreaming Sustainable Land Management (SLM) practices, institutional capacity building and implementation of nine pilot projects for demonstrating SLM practices in arid and semi-arid regions of all the four provinces of Pakistan in order to support local livelihoods & alleviate rural poverty. The phase-II will focus on upscale best SLM interventions over wider landscape based on lessons learnt and SLM practices tested during the Phase-I.

1.1. Purpose of Evaluation

The purpose of this evaluation is to undertake a systematic and impartial examination of progress (quality & quantity) against the physical targets, realization of project outcomes and outputs as per project documents and present findings on the project design, coordination, implementation arrangements and pilot demonstrations (feasibility studies) of the SLM practices as completed in Phase-I.

The evaluation has also looked into any delays in completion of planned outputs and has made recommendations on programmatic and technical issues requiring course corrections, including documentation of challenges faced during project implementation that affected realization of planned targets. Moreover, project evaluation has provided feedback for any changes in designing and up scaling/replication of SLM demonstrations during the SLMP Phase –II as stated in the UNDP Project Document for the Phase-I

1.2. Background and Context

Unsustainable land management practices in Pakistan are causing significant environmental problems, including soil erosion, loss of soil fertility and associated crop productivity, flash floods, sedimentation of water courses, and deforestation and the associated loss of carbon and biodiversity assets.

Examples of where and how current land degradation trends in Pakistan are compromising ecosystem integrity follow:

- Deforestation in the northern mountains is causing loss of biodiversity and carbon sequestration as well as soil erosion and increasing sedimentation of rivers, reservoirs and

canals, thus greatly reducing critical ecosystem functions. The soils in this area have especially low infiltration rates and surface sealing as a result of heavy trampling by livestock has led to a high runoff.

- Overgrazing and loss of shrub and woodlands over millions of ha of the Southwestern Mountains and other dry land areas of Pakistan have not only reduced the land's productivity but contributed to carbon emissions. Some 5,000 ha of land in Baranai (rain-fed) areas may be irrevocably damaged by erosion each year as a result of insufficient vegetative cover to protect soils. Soil erosion is so advanced on most mountain slopes that half of Baluchistan (about a quarter of the land area of the country) is under imminent ecological threat. (GoP, National Action Program to Combat Desertification, NAP, 2002) The dry land areas of Pakistan are sufficiently large that preventing vegetative loss and restoring cover could make a major contribution to combating global warming.
- In the sandy areas of Thar (Sindh), Thal and Cholistan (Punjab) and Kharan, (Baluchistan) soil erosion by wind is accentuated in drought years leading to a loss of plant cover. This is further exacerbated from trampling by livestock. Furthermore, loose sand in Thal and Kharan gathers in up to 4m high sand dunes which are advancing on adjacent farm land.
- In the Sulaiman Rod Kohi regions, most catchments are eroded and have lost their trees and grass cover, exposing bedrock. The water intercepting and absorption functions of the land have been dramatically reduced. Even slight rain showers result in high speed surface flows causing destruction in down stream ravines, often resulting in loss of life.

1.3. Objective of SLM Project

The **overall goal** of the Project is 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. The principal objectives are to strengthen institutional capacity, create an enabling environment, and demonstrate good practices—all in an effort to help remove key barriers to Sustainable Land Management. The project will depend on the strong commitment of the Government of Pakistan and the involvement of key stakeholders, in particular those at the community level. The Project's focus has been on arid and semi-arid areas and on, Barani and rangeland production systems.

Salient Project Features

The Project has been designed to be implemented in two phases, stretching over a period of 7 years.

Phase I (2 years) will focus on addressing policy, institutional and knowledge barriers through targeted capacity building, and include site specific feasibility studies for testing SLM practices and designing full demonstration investments.

Phase- II (5 years) will strengthen the sustainability of initial interventions and launch full demonstration projects (targeted innovations in sustainable agriculture practices, water and soil conservation techniques, integrated management of natural resources, sustainable pastoral activities, and agro-forestry, etc) for promoting SLM practices, building on the lesson learned in Phase I.

1.5. Project Outcomes and Outputs

The expected outcomes of the project are:

- i. Creating an enabling environment for implementation and replication of proposed project interventions by strengthening policy, regulatory, and economic incentive framework;
- ii. Strengthening institutional and human resource capacity; and
- iii. On-the ground investments for improvement in the economic productivity of land through Sustainable Management and restoration of the structural and functional integrity of dry land ecosystems.

1.6. Stakeholders and Targeted Beneficiaries

The Project has been funded by GEF and co-financed by UNDP and the Government of Pakistan (GOP). A wide range of stakeholders are involved in the implementation of the project. They include relevant federal ministries, provincial line departments, local communities (farmers, livestock herders, forest communities and nomad pastoralists), arid-zone research institutions, civil society and community organizations, and the private sector.

2. Approach and Methodology of the Terminal Evaluation

2.1. Approach

The Final Evaluation assessed and reviewed: the extent to which the overall project design remains valid; the project's concept, strategy and approach within the context of effective capacity development and sustainability; the approach used in design and whether the selected intervention strategy addressed the root causes and principal threats in the project area; the effectiveness and the methodology of the overall project structure, how effectively the project addressed responsibilities especially towards capacity building and challenges; and plans and potential for replication.

The evaluation also assessed the extent to which project management has been effective, efficient and responsive; and the clarity of roles and responsibilities of the various institutional arrangements for project implementation, and the level of coordination between relevant players.

2.2. Methodology

This Final Evaluation has been conducted in accordance with established UNDP and GEF procedures and 'Guidelines for GEF Agencies in Conducting Terminal Evaluations' were followed.

The Logical Framework has formed the basis for the overall project evaluation. Hence, an assessment was undertaken of project outputs and sustainability of project outcomes. Also, the Monitoring and Evaluation and financial systems of the project were reviewed. Recommendations provided are based on the findings from this review.

The final evaluation was undertaken through a combination of desk research of project and related documents, interviews with implementing agency representatives, and Focus Group Discussions with project beneficiaries in selected site visits using structured interviews. A total of 21 person days were spent by the Evaluation mission, comprising in-country travel, meeting participation, desk research, write-up, and presentation.

2.3. Desk Study, literature Review

A comprehensive review of background literature provided by the SLMP and UNDP was undertaken. These included the SLM project document, Project Implementation Reports, Annual Reviews and Work Plans, and Field Visit Reports, Baseline study, etc.

A complete list of these documents is available in Annex 01.

2.3.1. Key Stakeholder Interviews

In depth interviews were conducted with key project stakeholders, including the UNDP, and teams from NCU, PCUs, and IPs.

A detailed schedule of interviews is given in Annex 02 .

2.3.2. Site Visits

Meetings were followed by site visits. The Project is spread across nine sites across the country. In the interest of efficiency, the Terminal Evaluation mission visited five out of the nine project sites and interviewed participating farmers from four sites. During site visits, five Focus Group Discussions were held with upto 60 men and women.

Also, meetings with IP representatives were held at provincial capitals from the remaining sites which were not visited.

A detailed schedule of site visits is presented in Annex 02.

2.4. Challenges in Conducting the Evaluation

The project's monitoring system is predominantly qualitative and prevented quantitative analysis for evaluation of outcomes. Hence, the report is based mostly on qualitative facts. To fill this gap somewhat, the evaluators obtained quantitative data where possible during in-depth interviews and discussions with stakeholders and beneficiaries. Also, examples obtained through these interviews are cited in the report to demonstrate progress or setbacks.

2.5. Evaluation Team

The evaluation was conducted and led by Ms. Umm e Zia. She was accompanied in the field by various key Project staff including the NPC and respective PPCs.

2.6. Structure of the Evaluation Report

This Final Evaluation report presents findings and main lessons based on the key factors of Relevance, Effectiveness, Efficiency, and Sustainability. It also reviews the elements of Project Design, Project Achievements, Management, and Financial Planning.

Finally, recommendations are presented in relation to each Project Outcome as well as overall Recommendations for the up-scaling phase¹.

¹ At the time of this Terminal Evaluation the PIR for Up-scaling was under review at the UNDP APRC and was approved by the UNDP before the submission of a Draft Terminal Evaluation Report. Therefore, this report contains references to the future possibility of an up-scaled project.

3. Overall Findings and Conclusions of Terminal Evaluation

The following summarises the major findings of the Terminal Evaluation. It assesses the overall relevance, efficiency, effectiveness and sustainability of operational activities and results achieved by the project to-date by examining how the components, processes and outcomes contribute to the achievement of project goals and objectives. An in-depth component-wise analysis is presented in Section/Chapter 11.

3.1. Relevance

Unsustainable land management practices are creating significant environmental problems in Pakistan including, soil erosion, flash floods, deforestation, and inefficient use of water resources. Resultantly, dry land areas across the country are faced with increasing desertification. This land degradation will continue at an accelerated pace at the detriment of structural and functional integrity of ecosystems.

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.

The expected outcomes of the project are consistent with the objective of GEF OP # 15, to “mitigate causes and negative impacts of Land Degradation (LD) on the structure and functional integrity of ecosystems through Sustainable Land Management (SLM) practices as a contribution to improving people’s livelihoods”². Additionally, the project also contributes to other GEF 5 Focal Areas, including Biodiversity, Climate Change, and Cross Cutting Capacity Development³.

The interventions proposed by the project are also aligned with the priorities identified in the National Action Program to Combat Desertification.

Finally, the project is consistent with the Program Framework of United Nations Development Assistant Framework (UNDAF) 2004-2008 (extended 2004-2012), specifically, the areas of Participatory Governance, Poverty Alleviation, and Environment. Further, UNDAF includes support for creating an enabling policy environment, strengthening institutional capacity, and promoting SLM practices.

² Overview GEF LD-UNDP; <http://www.sprep.org/slm/pdfs/OverviewGEFLD-UNDP.pdf>

³ GEF-5 Strategies; <http://www.thegef.org/gef/strategies>

3.2. Effectiveness

Some of the effective measures undertaken by the Project have been the:

- **Establishment of PCUs in P&Ds.** The establishment of Provincial Coordination Units within the Provincial Planning and Development departments led to government support for the Project in particular and SLM in general.
- **Development of VLUPs.** This activity has demonstrated the utility of LUPs to the provincial governments
- **Setting up of Community SLM Funds.** This idea was based on the concept of setting up a NDCF and has provided local revolving SLM funds at the community level.
- **Linking SLM to livelihoods.** A number of SLM activities implemented at the Pilot Project sites are linked to livelihoods. This has ensured community acceptance and is also likely to link to replication.
- **Strengthening EWS with PMD.** The Project supported the PMD in expanding its outreach to the general public for dissemination of flood and drought warnings. Following on the success of the Project, the WFP and NDMA have also provided funds to the PMD.

An area where the Project was less effective was policy influence to mainstream SLM measures in sectoral policies.

Moreover, the Project has lacked a systematic impact monitoring system. This has affected demonstrating the Project's impact across the five Outcomes, especially Outcome 2 (Capacity Building) and Outcome 4 (Demonstration of SLM Practices).

3.3. Efficiency

The Project was approved and signed by all stakeholders in January 2008. However, a blanket recruitment ban imposed by the GOP in April 2008 delayed initiation of project activities as the Project staff was not hired until January 2009. This delayed project start by eight months. Consequently, the PSC extended Project Implementation Period until June 30, 2011.

Later, in April 2011 a no cost extension was approved since the Project lagged behind in achieving its objectives and targets as the Project Management reported that implementing the wide scope of the Project in coordination and partnership with numerous stakeholders was time consuming. Another major reasons for these delays included season-bound activities under Outcome 4 which were hampered due to the 2010 flood, drought in some pilot project areas, and also general worsening security situation in the country. Approving the Project request, the PSC granted a second no-cost extension until June 2012.

At this time, the Project has met its major targets within the approved budget. A major exception to this is the draft LUP guidelines which have not been finalized due to non-clarity of Federal

and Provincial roles after the recent decentralization. Also, under Outcome 4 some activities achieved results beyond set targets. Details of these are provided in Annex 03.

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 strategy.

At the same time, when reviewing the Project log frame, the Evaluation Consultant believes that the Project is activity and target oriented with little emphasis on outcome and impact. In fact, the five Project Outcomes are mostly stated as mere outputs or activities.

Also, the Project log frame was highly ambitious in setting numerous targets to be achieved over a brief two year period. This is reflected in the fact that a total of 26 outputs are spread across the five Project Outcomes. This short-coming in the project design was partially a reason for the two no-cost extensions awarded to the Project.

In terms of Outcomes, the four outcomes (1, 3, 4, and 5) are largely distinctive of each other. Also, most indicators set in the log frame are quantifiable and verifiable. However, there is major overlap between outcome 2 and outcome 5. This confirms the notion that capacity building should not be a stand-alone Outcome/Output, but by mainstreamed through the remaining four outcomes.

Finally, in terms of the Project's concept, there seems to be a strong assumption that buy in or willingness of the Government to influence sectoral-policy was either readily available or could be easily obtained. As the Project experience has demonstrated, this is not reflective of the reality and resultantly the Project impact has been limited in this area.

3.4. Sustainability

The Project has undertaken considerable ground work to prepare for the Up scaling phase. A number of activities around Components 2,3,4, and 5 are likely to be scaled up in the next phase. However, the sustainability of Outcome 1 is contingent upon Government willingness.

Conclusion: 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. Sustainability is based on the implementation of the subsequent up-scaling phase and also buy in from the government for measures which require policy impact.

COMPONENT WISE ASSESSMENT

Following the GEF Terminal Evaluation Guidelines, this chapter presents a detailed analysis of the key performance aspects of Relevance, Effectiveness, Efficiency, and Sustainability for each of the five project Outcomes.

4. Outcome 1: Enabling Environment for Mainstreaming SLM Practices

Outcome 1 proposed activities to facilitate an enabling policy environment for mainstreaming of SLM Practices in future projects and programs. Consequently, the following five outputs were proposed:

Output 1.1: Appropriate policy reforms for SLM recommended

Output 1.2: NAP mainstreamed into sectoral planning

Output 1.3: National Criteria & Indicators (C & I) Developed for SLM

Output 1.4: Project Document for Tranche-II developed

Output 1.5: National Desertification Control Fund (NDCF) Established

4.1. Relevance

Activities proposed under Outcome 1 were relevant to the situation prevailing at the time of Project design as there has been little conscious consideration for SLM practices in major government policy and planning instruments. Also, due to limited awareness and understanding of SLM there has been little support for SLM and the policy and decision-making levels.

Annex 04 gives details about the activities implemented under Component 1.

4.2. Effectiveness

In order to harmonize national sectoral policies for adoption of SLM practices, the Project commissioned two separate reviews of the agriculture and national water policy. In the absence of approved policies for either sector, the review focused on draft policies and other sector-related strategies and plans formulated by the GoP since 1960. In addition, both reviews considered policies and strategies for sub-sectors and related sectors including Livestock, Forest, Drinking Water, and Rangeland policies, etc.

Based on this gap analysis, recommendations have been made for mainstreaming SLM into respective sectoral policies. These findings and recommendations have been shared with relevant ministries.

Since the review process focused on a number of policies and strategies, only brief gap analysis for each policy has been offered. Also, both studies had considerable overlaps when selecting the

policies and strategies for review. However, these may be termed as a first comprehensive attempt in the country at policy review for identification of SLM mainstreaming gaps and Climate Change vision and application.

In addition, the project submitted a revised National Forest Policy with SLM principles incorporated to the Federal Cabinet. Similarly, a review of the National Action Program for Combating Desertification was undertaken.

Under the Project, Pakistan is one of the first countries in the Asia region to review sectoral policies and NAP, and launch the NAP alignment process with the UNCCD 10-Year Strategic Plan. However, the long term impact of these activities on mainstreaming SLM into sectoral planning is likely to be nominal due to a dormant policy environment in Pakistan and the lack of enforcing authority of the Project. For instance, key sectoral policies such as an Agriculture Policy or Water Policy do not exist. Also, despite the fact that policy reviews have been shared with relevant ministries and a Revised National Forest Policy has been submitted to the Federal Cabinet, it is highly unlikely that existing policies will be reviewed to incorporate recommendations presented by the Project based on its studies for inclusion of SLM guidelines into forest, agriculture and water policies.

The Project has also prepared a Background paper on SLM Criteria and Indicators (C&I). These C&I focus on five key areas including Agriculture, Forest, and Rangeland productivity; Conservation of Biological Diversity; Conservation and Maintenance of Soil and Water Resources; Maintenance and Enhancements of Multiple Economic and Social Benefits; and Policy, Legal, Institutional, and Economic Framework for SLM.

In addition, a PIF for the up-scaling phase has been shared with the UNDP APRC and is under review.

To create an enabling environment for SLM the project was to establish a National Desertification Control Fund (NDCF) in year 5 with a feasibility study for the establishment of the fund finalized in Y2, the end of the pilot phase. However, based on experiences of other similar national level environmental funds set up by UNDP/GEF in Pakistan, e.g. the National Biodiversity Fund, the Renewable Energy Fund, etc. it was assessed that such a fund will be bogged down by issues of ownership within the government and would have little impact due to limited outreach capacity at the grass roots level. The establishment of a single centralized fund is also likely to be affected due to the devolution process in mid 2011 where key ministries like Environment and Agriculture have been devolved from the Federal Government to respective Provincial Governments.

The Project Management reported that these concerns are being reviewed to find possible solutions for the establishment of a NDCF

4.3. Efficiency

Under Component 1, the Project has undertaken all major planned activities in a timely manner and within the allocated budget. Also, the activities have been undertaken in collaboration with various stakeholder institutions including various Federal Ministries, Provincial Departments, Universities, and research institutions.

The main inefficiency of this component is related to the ineffectiveness of the Project to mainstream SLM practices in sectoral planning (See section on Effectiveness) as the project has spent time and financial resources on unsuccessfully influencing the relevant ministries to incorporate recommended SLM interventions into policies and plans.

Box 01

Rating Outcome 1 – The Project has delivered timely on all major planned activities by undertaking a gap analysis of sectoral policies, developing a background paper on C&I indicators, and developing a draft PIF for the up-scaling phase.

However, an expectation at the Project design stage that the Project will be able to influence the policy making process was unrealistic.

Therefore, Component 1 is rated as Moderately Unsatisfactory for its Relevance and Effectiveness and Satisfactory for Efficiency.

the dormant policy environment in Pakistan and the lack of enforcing authority of Project, it is highly unlikely that SLM principles recommended by the Project will be integrated into existing or draft policies.

Box 02:

Sustainability Rating – Outcome 1: The sustainability rating for Outcome 1 is Unlikely due to Institutional Framework and Governance and Sociopolitical risks.

4.5. Conclusion & Recommendations

1. Due to low Government priority for policy review it is recommended that the project makes appropriate changes in its implementation strategy for the up-scaling phase where instead of aiming for targets like ‘implementation of 50% of recommended measures’, the Project focuses on lobbying with the government and enhancing awareness on SLM towards potential impact on policy in the long run.

2. Considering the recent decentralization, the Project will have to have higher involvement at the Provincial levels. This need is already addressed to some extent under the Pilot phase where under Component 4, pilot projects were undertaken in all four provinces. However, the Project will be required to respond to new needs such as providing inputs or advocating for mainstreaming SLM into Provincial policies.

5. Outcome 2 - Capacity Building for Sustainable Land Management

This Outcome was designed to build organizational capacity within the Government, Implementing Partners, Participating Communities, and other stakeholders. Outputs related to this Outcome are:

Output 2.1: Institutional capacity at National, Provincial and Local levels Strengthened

Output 2.2: Apex bodies for coordination of desertification control measures formed

Output 2.3: Orientation of research institutes towards targeted SLM activities

Output 2.4: – Public – Private partnership promoted

Output 2.5: Knowledge generated for sustainable land management

Output 2.6: Outreach & Awareness raised

5.1. Relevance

Activities under Outcome 2 were relevant to develop an understanding of the importance of SLM in the country as current NRM projects and programs mostly focus on productivity without attention to SLM.

Annex 05 provides details of activities undertaken under this Component.

Proposing a stand-alone Outcome on capacity building is neither relevant nor effective as Capacity building should be treated as a streamlined concept with relevance to all remaining Project Outcomes. This alternative measure would have ensured practical learning while implementing various Project activities.

This misplacement of Capacity Building as a separate component is reflected in the considerable overlaps between the performance indicators for Outputs 2.5-2.6 with Output 5.3; and Output 2.1 with Output 5.1.

5.2. Effectiveness

To identify capacity gaps of provincial and local agencies the Project carried out a Training Needs Assessment (TNA) in its initial year. The exercise was built on a review of the National Capacity for Self Assessment for Global Environmental Management (NCSA) earlier commission by GEF and discussions with SLMP staff. The associated Training Delivery Plan was aimed to improve SLM knowledge of Managers, Decision Makers, and Communities and Community Activists.

Resultantly, several trainings and workshops were organized for these target audiences. However, as common in capacity building components of numerous other development projects,

there has been little or no systematic follow up mechanism to assess the efficacy or application of training.

The Project provided technical support towards reviving the National Coordination Committee (NCC) and also established four Provincial Coordination Committees (PCCs) with a role to enhance cross-sectoral coordination for promoting SLM and combating desertification. In the process, the TORs of the NCCD have been revised to ensure compliance of UNCCCD. Since members of these committees represent various departments, they have the potential to improve inter-departmental coordination and planning towards implementation of SLM interventions. Moreover, the PCCs provide advice to planning and implementation of the Project's activities in the respective province.

Additionally, to orient research institutions towards targeted activity in SLM, research proposals from two research institutions, one in Punjab and Balochistan province each, were selected⁴. Progress on these research projects is underway and it was reported that the projects have accomplished 60% of their planned targets. The projects are being undertaken by government research institutes with the involvement of five M.S/M.Phil degree students from local universities as part of their research thesis. Discussions with one of the two research institutes confirmed that the research is being undertaken through community participation. This approach not only facilitates the process of research it also helps disseminate results and build capacity amongst the participating communities.

Moreover, the Project facilitated the formation of a unique Public Private Partnership (PPP) between Barani Agriculture Research Institute (BARI)- GoPunjab and a local seed company. The partnership is aimed at private sector led propagation of new low delta wheat seed varieties developed by the research institute. The private sector company has invested in the procurement of 90,000 KG of seed through buy back arrangements with farmers. BARI reported that building on the success of this experience ICARDA has now approached the institute for support towards development of similar PPPs for other low delta crops including fruits and legumes, etc.

However, due to little PPP experience in the country, operationalizing the PPP was a cumbersome process and a six month lag occurred due to clearance and due diligence process in the provincial government.

To support an Early Warning System (EWS) mechanism for monitoring drought the Project worked with the Pakistan Meteorology Department (PMD) to strengthen Drought and Floods EWS in Pakistan. Under this initiative, the project enhanced the outreach capacity of PMD to issue warnings through various print and electronic media for timely dissemination to public. The system was put to test through issuance of warnings during the 2011 floods in Sindh and

– ⁴ Project -1 "Promote Drought/Disease Resistance Crop varieties in Rain fed areas of Balochistan by AZRC-PARC, Quetta
– Project-2 "Assessment of seasonal changes in biomass production and utilization of Rangelands in Potohar Tract ." by AAUR

Cyclone threats in the coastal areas in local languages. In addition, for the first time, an Interactive Voice Response (IVR) system is being introduced with Project funding to provide interactive early warnings to the general public.

Building on the success of this initiative the World Food Program (WFP) and National Disaster Management Authority (NDMA) have contributed PKR 12 Million and PKR 0.5 Million to PMD, respectively.

To raise public awareness on SLM, the Project also used print and electronic media to develop various posters, brochures, fact sheets, etc in English and some local languages. A list of the material produced by the Project is presented in Annex 06. However, the exact dissemination of these materials has not been tracked. Similarly, impact of these initiatives on improving understanding of SLM has not been assessed.

5.3. Efficiency

Major activities under this Outcome have been undertaken in a timely manner within the available budget.

The Project's activities to support PMD constituted ground breaking work by enabling the PMD's EWS to have broad public outreach. These activities have been undertaken using simple ideas such as holding district level seminars with press representatives and working closely with the PMD to streamline processes.

Similarly, the PPP arrangement undertaken as part of the Project is the first of its kind in the seed sector. Although, initial results look promising, it is too early to assess the impact of this activity.

However, there has been little or no follow up on the trainings and public awareness messages delivered to assess their impact.

Box 03:

Component Rating – Outcome 2: Key impact activities under this Component have been support to PMD and the development of a PPP in the seed sector. Other activities such as undertaking a TNA, arranging trainings, and public service messages should have been inter-linked with the implementation of the other four Components. Also, there is little assessment of the impact of these later activities.

Due to the innovative activities undertaken the Terminal Evaluation rating for Outcome 2 is S:
Satisfactory

5.4. Sustainability

A critical component of this Outcome has been support to the PMD. However, there is no provision in PMD's budget or arrangement of any alternative financial resources to scale up or continue most basic activities such as holding media seminars or continuing radio talk shows.

The seed propagated under the PPP is of limited quantity and it is not clear whether propagation can be considerably up-scaled⁵ only through partnership with a local seed company.

Also, the trainings and public service messages were provided as part of the Project with no provision for ongoing dissemination.

Box 04:

Risk Rating – Outcome 2: Based on these facts, the sustainability of this component is rated Moderately Unlikely due to Financial Risks.

5.5. Conclusion and Recommendations

1. In future projects Capacity Building should be considered as a cross-cutting theme across all components to ensure practical capacity development;
2. A systematic monitoring and impact assessment mechanism should be implemented to assess the utility of capacity building activities;
3. Innovative efforts such as the support to PMD and PPP development should rally stakeholders such as other donors, government agencies, and private sector that can ensure that the initiatives can flourish beyond the incubation phase of the Project; and
4. Considering the catalytic role of private sector on up-scaling, the Project should focus on facilitating more PPPs in the next phase. Where engagement of private sector is concerned, the design should consider delays that might occur due to mutual trust deficit and relevant confidence building measures required.

⁵ Up-scaling at national or provincial level

6. Outcome 3: Mainstreaming SLM into Land Use Planning Process

The objective of Outcome 3 is to mainstream SLM practices into national and provincial LUPs using GIS technology.

6.1. Relevance

Outcome 3 was responsive to the critical need for the review of existing or development of new LUPs at the national, provincial, or local level, with the perspective of mainstreaming SLM practices. Before the Project, with the exception of some activity regarding a NLUP, no national or provincial LUPs existed in Pakistan.

The following outputs were proposed for Outcome 3:

Output 3.1: National and provincial land use plans developed/harmonized to SLM principles

Output 3.2: SLM Information System based on GIS database developed

Output 3.3: Sustainability of SLM practices at feasibility study/demonstration sites assessed

Details of activities undertaken under this Outcome are presented in Annex 07.

6.2. Effectiveness

Responding to its objectives, the Project has developed draft guidelines for the preparation of National/Provincial and Village level LUPs and shared with the MoE. However, due to non-clarity of Provincial and Federal roles after the recent decentralization, the guidelines have not been finalized.

At the national level, the Project undertook a review of the National Land Use Atlas prepared by the MoE to confirm that the Atlas contains information on land cover/land use, land and water resources, agriculture land use, and wildlife and associated features.

The development of Provincial Land Use Plans (PLUPs) is contingent upon the willingness of the respective Provincial Government. In this regard, after seeing the Project results on locally developed VLUPs, the Government of Punjab has now sought assistance from the Project in the preparation of a 'Provincial Rural Land Use Plan' by the Urban Unit of the Government Punjab.

The Project has already agreed to provide technical assistance to Government of Punjab in the development of PLUP. A PLUP developed with the assistance of the Project will ensure that SLM Principles are harmonized in these plans and resultant Government Policy.

In addition, at the time of this Terminal Evaluation, the Project had already completed the development of Village Land Use Plans (VLUPs) for 41 villages across the nine pilot project locations. These VLUPs were developed in extensive collaboration with community members and documented and translated into Urdu and Sindhi languages with the Project's help. To ensure buy in from the local government, the documented plans have been approved by the District Coordination Officer (DCO). Thus far, 17 VLUPs have been signed by stakeholders and the DCO across the four provinces. To ensure coverage of all Project villages the Project intends to develop an additional 18 VLUPs.

These VLUPs are designed with the intention to optimize the use of land based resources linked to income generation and improved living conditions of the local communities. However, it will take some time before the communities internalize these VLUPs as proper utilization of VLUPs requires attitudinal and practice changes by the community. Hence, ongoing interaction with the participating communities would be critical to ensure that communities integrate these VLUPs into their land use practices.

The Project has also developed a GIS database on SLM for the nine pilot districts. This includes thematic and land-cover maps of nine districts and a baseline database of 63 villages. The development of this database has enabled the Project to assess the extent of desertification at the Pilot sites. Also, as the GIS mapping and ground truthing was conducted with the help of community activists and IP staff, the exercise provided an opportunity for hands on training.

6.3. Efficiency

Activities related to the development of VLUPs and GIS database were finished on time and within the given project resources. Moreover, the Project Team responsible for this component carried out pioneering work in the public sector through the participatory development and verification of VLUPs and project site-specific GIS database.

Since the development of Provincial or National LUPs is contingent upon buy in from the respective government, the Project has little authority to meet these targets through its own efforts. Although, the Governments of Punjab and AJK have expressed interest in LUP development, it is not clear whether the Project will meet its target of developing two Provincial LUPs by the end of Year 2.

Box: 05

Component Rating – Outcome 3: The Project has developed draft LUP guidelines. Also, through the development of VLUPs the Project has demonstrated the utility of LUPs to the Provincial governments. Therefore, the rating for the relevance, effectiveness, and efficiency of this Outcome is S: **Satisfactory**.

The Project Management expects that District Government and Line Departments will use the developed **VLUPs** in future local government planning. Moreover, it is expected that the community's participation in the development of VLUPs will ensure sensitization about improved land use practices and also provide guidance to future development projects working in these communities.

However, the VLUPs were only recently developed and in the case of communities the process of sensitization is expected to take a longer period than the duration of the pilot phase. For instance, in some communities when questioned about land use for livestock grazing, the community members could not link the issue back to the recently developed VLUPs.

Moreover, a major obstacle to sustainable use of these VLUPs in Government Planning and enforcement is the lack of PLUP policy and associated enforcement mechanisms. Therefore, the sustainable use of developed VLUPs is strictly contingent upon policy development and enforcement which is presently non-existent in Pakistan.

To ensure sustainable use and broad based utilization of the GIS database developed by the Project, information about the existence/availability of the database needs to be shared with development sector partners working in the districts. Otherwise there is a risk that the database will be accessible to and used by only those stakeholders directly associated with the project.

Box: 06

Risk Rating – Outcome 3: The sustainability of major activities under Outcome 3 is Moderately Unlikely due to Sociopolitical and Institutional Framework and Governance risks related to the development LUP policy.

6.5. Conclusion and Recommendations

1. The sustainability of this component is contingent upon the availability of LUP policy and implementation mechanisms. Without these measures, any LUPs designed by the Project will be instruments reserved merely for Project use. Therefore, it is recommended that during the up-scaling phase the Project focuses on advocacy related to LUP policy development.
2. The GIS database developed by the Project can play a key role in shaping future development activities related to land use and NRM. It is recommended that the GIS database is made available online and that the project promotes information about its availability and utility amongst various development sector agencies and stakeholders working in the target respective districts/provinces. This promotion activity can be done

through national and/or provincial level workshops and dissemination of literature/fact sheets about the GIS database.

3. There is a need to continue the promotion of VLUP use within participating communities to ensure that the VLUP use is mainstreamed in community practices. Also advocacy is required at national and provincial levels so that national and provincial governments would agree to design national and provincial LUPs.

7. Outcome 4: Participatory Feasibility Studies for Demonstration of SLM Practices

Outcome 4 worked at the grass roots level at nine pilot project sites across four provinces to implement, test, and demonstrate SLM activities with participation from communities, Provincial Government Line Departments, and research institutions. Pilot projects included the introduction of new concepts and technologies such as the development VLUPs using GPRS technology and through reinforcing and improving existing practices such as rainwater harvesting for SLM while linking results to improved lifestyles and income.

Table 01 below gives a province-wise list of districts where the pilot projects were initiated.

Table 01 – List of Pilot Province-wise Pilot Projects		
Name of Province	Name of District	Activities
Punjab	Bhakkar	Poverty Alleviation Through Soil Conservation Measures
	Chkwal	Integrated Management of Water Resources and Rangelands
Khyber Pukhtunkhwa	D.I.Khan	Conservation of water and soil with involvement of local communities in Shaikh Haider Zam
	Lakki Marwat	Strengthening of traditional land use practices in low productive lands
Balochistan	Pishin	SLM by introduction of low delta-high value crops with micro irrigation
	Awaran	Sustainable use of Mazri Palm and NTFP with the involvement of local communities and private sector
	Kharan	Integrated NRM with Involvement of Pastoralist Communities
Sindh	Dadu	Water harvesting and agriculture development
	Tharparkar	Participatory NRM for drought mitigation and food security

7.1. Relevance

All the districts selected for the pilot projects are highly relevant due to the SLM problems faced in these districts. Moreover, the activities undertaken under the nine Pilot Project were relevant as the projects selected were relevant to the specific problem context and natural resource availability of the pilot site.

Annex 03 presents detailed information on various activities planned and undertaken at each pilot site.

7.2. Effectiveness

Field visits confirmed that the Project has received high community acceptance for some key activities at each of the Pilot Sites as these are directly linked to economic gains and their impact was demonstrated in the short-term. For instance, the construction of earthen bunds in D.I.Khan and development of kana plantations on previously unproductive land in Laki Marwat. Similarly, community acceptance and replication is also high for activities for which economic impact is likely to be seen in the next three to five years, e.g. shelter belt or wood lot plantations in Bhakkar and introduction of low delta crops in Pishin.

The Pilot Projects have been well received by the communities and provincial governments alike. This is due to the participatory nature of the Project where activities were planned and undertaken in consultation with communities, various government departments, research institutes, and implementing partner NGOs. Working with multiple agencies in the government ensured the availability of various technical resources for the Project. In addition, the Provincial governments have agreed to commit co-financing in the up-scaling phase⁶.

Moreover, implementation of the Pilot Projects in collaboration with government departments brought different government line agencies to work together for the first time, e.g. in Punjab, progress reports were jointly submitted by the three Departments of Agriculture, Forestry, and Livestock and Dairy Development.

In addition, a benefit of undertaking work in collaboration with local communities is also the dissemination of hands on knowledge on SLM practices to local communities. Similarly, implementing with the assistance of Government line agencies has ensured in knowledge transfer on various SLM practices and can be replicated by the involved staff in other NRM related projects, e.g. construction of low cost water ponds.

Another measure of effectiveness is the ability of community to replicate most of the activities undertaken under the Pilot Projects. Although some activities are high cost like rain water harvesting, considering their economic impact, communities have already shown the willingness of replicating them using individual or communal resources.

7.3. Efficiency

Completion of 85% of activities under this Component at the time of the Terminal Evaluation is a sign of time and administration efficiency. Also, in some cases, achievements have outstripped

⁶ More details on co-financing can be found in the Section on Co-financing

planned targets, reflecting economic efficiency. A list of major activities where achievements have surpassed targets is presented in Annex 03.

Also, to ensure that Project resources are not spread thin, the PCC for Punjab decided that the Project should only work in two districts instead of the planned three districts. Consequently, activities in district Attock were dropped to re-focus on districts Bhakkar and Chakwal.

Moreover, based on field monitoring and feedback, the Project Management has modified some sub-activities to be undertaken within the Pilot sites. This has led to reducing targets for some low impact activities and piloting of some innovative initiatives under Outcome 4 that were not part of the original project design. The evaluator assesses that one of the key measures in this regards has been the introduction of village level SLM funds.

Details on these funds can be found in Box 07

Box 7 – Establishment of Village Level SLM Funds

Building on the idea of NDCF and based on learnings from existing community practices at the Pilot Project Sites in D.I.Khan , the National Coordination Committee (NCC) approved the establishment of site-specific revolving micro funds at the village level across the nine pilot project locations. The utilization of these funds is linked to the site-specific SLM issues faced by the community, e.g. the fund established in District Tharparkar is titled ‘SLM fund’, whereas the one in district D.I.Khan is titled ‘Rodh Management Fund’.

At the time of this evaluation the project had drawn Terms of Partnership (TOP) documents and also devised a mechanism for establishment of the community funds consisting of seed money contributed by the project and five such funds have already been established.

The funds have been well received by the communities in most pilot project sites due to their implications for long term sustainability. At the community level the two major challenges faced in sustainable fund operationalization are the maturity level of some participating Community Organizations (COs) in handling common funds, e.g. Dadu, and the attitude towards communal activities in other communities e.g. Washuk. On the other hand, some communities are already well experienced in the handling and management of such funds. e.g. the community in Lakki

Other issues related to efficient performance of Outcome 4 included selection of pilot project sites, the diversity of activities within pilot projects, overlap with other major projects, issues of cost efficiency to encourage replication of some activities, support to participating communities in management of introduced interventions, and drawing on best practices in the Asia region.

Some pilot project sites, specifically two districts in Balochistan, are high risk areas and prevent physical access of project staff and technical experts. Although, these areas are highly relevant to SLM related interventions the selection of such non-accessible sites for pilot activities affects their replication value.

The pilot projects were spread over nine sites. Although, SLM activities undertaken at each site were specific to the problems faced in the area, a high number of activities (an average of 10-20 SLM activities per pilot location) were thinly spread at each site location. This can have implications for planning, managing and monitoring of activities, e.g. a forest nursery in D.I.Khan failed due to non-availability of water. Moreover, the high number of activities per project site within the limited budget per site (approximately PKR 10 million) resulted in low visibility, thereby reducing the likelihood of large scale replication.

In addition, the Pilot Projects included some activities which are already being piloted and tested by other major projects in the provinces, e.g. the piloting of solar water pumps. Similarly, various NRM related projects in the country have promoted fodder demonstration plots with varying degrees of success. Although, these activities represent only a limited proportion of the total activities undertaken at the Pilot Sites, it is important for the Project to be vigilant of incorporating such activities which are already being piloted elsewhere and also have limited impact potential.

Moreover, some of the water use efficiency methods such as drip irrigation introduced by the Project are high cost in nature with few or no alternatives. Similarly, in the case of setting up wood lots the input support provided by the Project, e.g. the provision of a water pump and diesel supply of six months, is likely to be out of the financial reach of many community members who want to replicate the activities at a large scale. Therefore, it is likely that such activities will not be widely replicated. To ensure large scale adoption, where possible, the Project should link such communities to other ongoing projects in the country for provision of funds or technology, e.g. water management projects being implemented by the World Bank.

Additionally, the Project has invested in various Agronomy-related activities such as development of fruit tree nurseries, setting up of fodder demonstration plots, and developing wood lots. However, the medium and long term effectiveness of these activities will depend on the management training provided to the participating communities and input and marketing linkages built. Field visits to various project sites ascertained that although the project has achieved its targets successfully in these areas, limited attention has been paid to the aspect of training and linkages. For instance, in various successful wood lots visited the owners were not aware of the importance of pruning. Similarly, a number of community members reported lack of information about the availability of high quality planting material for the new low delta crops introduced. Also, although the nurseries set up by the project are accessible to the pilot project community, none of the nurseries established by the project is certified and there seem to be

considerable gaps in capacity of nursery owners for the long term management of these nurseries.

The Project has drawn on multi departmental expertise when implementing the Pilot Projects. Moreover, under Outcome 2, several in-country knowledge events on SLM such as workshops, trainings, and exchange visits were carried out for the benefit of project staff, IPs, communities, and stakeholders. However, lessons learnt in other countries in the region have not been extensively drawn on. This is reflected in the fact that only senior project management has linkages and extensive exposure to SLM practices in other countries, the IP and stakeholder staff generally have not had the benefit of such experiences. Including IP and stakeholder staff in activities like exchange visits is likely to contribute to their knowledge of innovative methods and implementation capacities. Moreover, such exchanges will enable the SLM activities undertaken in Pakistan and relevant successes to be shared with counterpart nations in the region.

Additionally, smaller IPs have limited technical capacity to replicate activities under other projects. Therefore, it would be important to enhance the technical knowledge of these IPs through involving them in technical planning and design.

Box: 08

Component Rating – Outcome 4: Under Outcome 4, a number of activities were linked to economic benefit and the pilot projects were implemented in a participatory manner. However, the high number of activities within each pilot project led to thinly spread impact.

The Component Rating for the Relevance, Effectiveness, and Efficiency of this Outcome is S:
Satisfactory

7.4. Sustainability

Discussions in the field ascertained that the sustainability of activities undertaken in the pilot projects is primarily linked to economic gains, proper management, linkages, and replication.

Activities that are linked to immediate or medium term economic gains in the Pilot Projects such as kana plantations, wood lots, etc. are likely to have high replication rates. Therefore, activities that have resulted in economic gains have a high likelihood of sustainability.

Additionally, if designed and operated properly, the Project's introduction of community based revolving SLM funds are also likely to contribute to sustainability of measures introduced by the Project through continuation and replication.

In terms of linkages, although the communities are organized into COs, community members are not principally involved in the procurement process. This can have implications for sustainability as participating communities will not have developed processes or linkages for input procurement, especially in the case of newly introduced concepts/products, e.g. low delta crops in Pishin, when willing to replicate project activities in the future.

Moreover, the Project has set up community-based forest and fruit plant nurseries at various pilot project locations. Although these nurseries are now the primary suppliers of input stock for crops or varieties introduced by the project, none of these nurseries is certified. In the absence of linkages with certified nurseries in the public or private sector, there is a risk that communities will only be able to obtain sub-standard planting material. This can have critical implications for community-led replication or up-scaling of activities like setting up orchards of low delta crops or developing wood lots, etc.

Box: 09

Risk Ratings – Outcome 4: Since the pilot projects are set in micro-settings and the possibility of up-scaling and continuity is related to various factors including the approval of an Up-scaling Phase, community-led replication, and leveraging collaboration with major development partners in the country, the risk rating for this component is **Moderately Likely**.

7.5. Conclusion and Recommendations

1. The nine pilot projects were only recently completed or are near completion. The project should undertake a thorough social and environmental impact of these activities and disseminate the results widely for use in future projects.
2. In the future, the number of demonstration activities should be reduced and an attempt should be made to focus on a system-based approach to ensure comprehensive guidance in SLM, e.g. management of a Rod Kohi system.
3. Well devised and managed community based SLM funds are a key measure of sustainability. Since respective P&Ds are reluctant to be partners on establishment of these funds, it is recommended that the establishment guidelines are reviewed based on experiences from various area development projects in the country and alternative accountability arrangements are incorporated in the fund guidelines. Any modality chosen should ensure the handing over of the fund to community at the end of the up-scaling phase as the absence of such modalities in funds established by other projects has been a major cause of failure.

4. Community members need to be involved in procurement of inputs to develop community capacity in case of community-led replication and up-scaling.
5. For sustainability of activities it is necessary for the project to provide training in management and develop input and marketing linkages for the participating communities. For example, the Project should ensure setting up of certified plant nurseries, especially when introducing products like low delta crops which require high amounts of investment. This would ensure consistent availability of quality planting material not only in the area but also in the province, as there is a general lack of certified nurseries in the country. For example, there is only one certified fruit plant nursery in all of Balochistan province.
6. Sustainability of most activities under Component 4 can be ensured through wide scale replication. Considering the vast scale of SLM problems in the country it would be impossible for the Project to promote replication on its own. Therefore, it is highly recommended that during the remaining implementation period of the Pilot Project the Project Management focuses on dissemination of lessons learned to other projects and programs working in NRM and Environment, etc. Stipulation for documentation and dissemination has already been made in Outcome 5 and therefore these allotted funds and resources should be used for this purpose.

8. Outcome 5: Lessons Learned and Adaptive Management

Outcome 5 is designed to provide implementation arrangements and post scale-up institutional arrangements for the Project. It is also designed to document and disseminate lessons learned through the pilot activities.

The following Outputs are related to Outcome 5:

Output 5.1: National & Provincial Coordination Units (NCU & PCU) Established

Output 5.2: Monitoring and Evaluation⁷

Output 5.3: Lessons learned document and disseminated

8.1. Relevance

The project management arrangements include the setting up of a National Coordination Unit (NCU), and respective Provincial Coordination Units (PCUs). This arrangement is relevant to the context of Pakistan where coordination is required at the national level with a buy in from each concerned province.

Moreover, the Project's focus on SLM and Land Degradation is unique and the Project's approach or lessons learned can be valuable for other NRM related projects or institutions in the country. Therefore, it is important to document lessons learnt for dissemination to other stakeholders

8.2. Effectiveness

The NCU and PCUs are staffed by project funded positions. Operations of the PCUs are overseen by the respective Secretary P&D. Since the P&D is a central unit with responsibility for virtually all provincial departments, the placement of PCU in the P&D has successfully highlighted the issue of SLM within the provinces. For instance, all four provinces have committed funding for the up-scaling phase and the Government of Sindh has funded a parallel project in SLM with a budget of PKR 100 million.

Also, placement in P&D also leads to cross-fertilization with existing projects relevant to SLM. For example, the Annual Development Plan (ADP) of the Government of Punjab has allocated PKR 12 billion to relevant projects, e.g. with a focus on livelihoods in rain fed areas and combating biosalinity, etc.

⁷ For discussion on M&E, please refer to Section "Assessment of M&E Systems"

To disseminate lessons learned, eight best practice/case studies have been documented by the Project and 4 of these have been submitted to UNCCD secretariat for publication and further dissemination. A list of the ‘Best Practice Case Studies’ developed is presented in Annex 08.

8.3. Efficiency

Placing the PCUs in the P&D Department has contributed to a ready provincial buy in under the recent decentralization in mid 2011 as the provinces were already actively engaged in project planning and implementation since project inception.

Also, the Project has engaged limited management staff and relies on provincial counterparts and IPs for management and implementation. This arrangement is financially efficient and also affects the efficiency of project planning and monitoring.

Box: 10

Component Rating – Outcome 5: The establishment of PCUs within the P&D departments has ensured effective implementation while efficiently coordinating with government counterparts. Therefore, the Component Rating for the Relevance, Effectiveness, and Efficiency of this Outcome is S: **Satisfactory**

The Project Document proposes to convert each coordination unit into a respective Desertification Cell/Unit by the end of the Up-scaling Phase (Year 7). This is a measure of sustainability.

However, delaying the conversion of these units has major implications for the development of a sustainable Enabling Environment for Mainstreaming SLM Practices. These key risks include:

- Forgoing the opportunity of building capacity of government counterpart staff during the project implementation period, which will eventually staff these Desertification Cell/Units after the project period.
- Also, the absence of such government owned units creates a huge gap in the availability of centralized government bodies primarily focused on land degradation and desertification. Consequently, by delaying the setting up of these units critical opportunities available in combating land degradation are being lost, e.g. available donor funding such as the funding being offered by the Government of Korea.

Box: 11

Risk Ratings – Outcome 5: The sustainability of Outcome 5 depends on the setting up of Desertification Cells/Units and is contingent upon the willingness of respective provincial governments. The support committed by provincial governments in the form of co-financing for the up-scaling phase is indicative of this will. Therefore, the risk rating for the sustainability of this Outcome is Likely

8.4. Conclusion and Recommendations

1. It is recommended that the Project Coordination Units, NCU and PCUs, be converted into Desertification Cells earlier than planned in the Up-scaling phase. This would ensure the capacity building of government staff while learning from the project's ongoing experiences and also ensure the availability of a centralized unit for guiding and promoting SLM related activities. Moreover, it is recommended that to ensure government ownership, these Cells are established with the co-funding provided by the Government. Additionally, to ensure cross-departmental interaction the Cell should have representation from different NRM/SLM related line departments and ministries. The Cells should be built on a program vs. project based approach.
2. Also, currently the PCUs are based in respective P&D. It is recommended that the subsequent Desertification Cells are also placed in the P&D. In case this is not possible, it would be critical to have at least one SLM Focal Point placed in the P&D to
3. ensure promotion and integration of SLM into the P&D programs.
4. Finally, there is a need to integrate the NCCD and PCCDs established under the Project into mainstream development policies or processes. Otherwise, these entities risk having little or no impact on integrating SLM into government plans and activities.

9. Catalytic Role

Currently, the project is being implemented primarily in partnership with a wide range of government departments and entities engaged in Agriculture, Livestock, Forestry, and Water Management. These collaborations are contributing to capacity building of government staff across the NRM sector. However, in the absence of macro policy development by the GOP, these efforts are likely to be restricted only at the respective district level where the project is functional.

Some activities undertaken by the Project have resulted in promoting interest among key stakeholders. These include:

- Development of VLUPs have led the GoPunjab to planning the development of a PLUP
- Support to PMD has led WFP and NDMA to provide further financing to PMD
- The GoSindh set up a parallel SLM project for PKR 100 Million

On the other hand, in developing its partnerships the project has largely overlooked the catalytic role of the vibrant international development sector working in all parts of Pakistan. A range of multi-lateral and bi-lateral donors and their implementing NGO and Government partners are implementing projects on agricultural, livestock, and water productivity with an aim to reduce poverty and generate economic growth but without due consideration for Sustainable Land Management or Land Degradation. As these projects form a considerable portion of the NRM land use activity in the country, partnering with them would present a significant potential for grass root replication of the technical knowledge generated and practices through the Project.

10. Assessment of M & E Systems

This section gives an overview of the Project's M&E Systems:

10.1. M&E Design

As outlined in the Project Document, the M&E system has been based on UNDP monitoring mechanisms and the Logical Framework was used as the basis for the M&E. The M&E Focal Point has been the M&E Specialist based in the NCU. Whereas, at the provincial levels, specifically for Outcome 3, monitoring has been the responsibility of the respective Provincial Project Coordinator.

The Monitoring System in the Project comprised of various activities and reports, including a Communication and Monitoring Plan, Risks and Issues Logs, Periodic Progress Reports, etc. A complete list of these is presented in Annex 09.

10.2. M&E Plan Implementation

Monthly Risk and Issues Logs were prepared by the M&E specialist in consultation with the NPU and shared with the UNDP. Sample Risk and Issue Logs are attached in Annex 10 and 11.

The M&E Specialist reported that all Monthly and Quarterly Review Meetings have been conducted regularly. Monthly Review Meetings have been chaired by the NPC and attended by the Thematic Experts and AFA at the NCU level. Whereas, Quarterly Planning and Review Meetings are generally chaired by the NPD and attended by staff from NCU and four PPCs. Representatives from UNDP, GEF Cell, Planning Commission, and Economic Affairs Division (EAD) are also invited to attend these meetings. Similarly, meetings of the Project Steering Committee and Provincial Coordination Committees have been held at the respective levels.

Other monitoring mechanisms included field visits; development of monthly, quarterly, and annual progress reports; and the Project Implementation Review (PIR)⁸.

A key strength of the M&E system has been the hands on approach which led to continual modifications during project implementation. Utilizing this monitoring system, the Project has been able to make course correction measures when required. For instance, the number of pilot

⁸ PIR conducted in May/June 2010

project districts in Punjab were reduced from three to two upon a decision made by the PCC in Punjab.

Additionally, intra-component changes in activities were approved by a sub-committee assigned by the PSC. The sub-committee included NPD, NPC, and UNDP. The Project Steering Committee held its meetings regularly on annual basis for strategic monitoring of the project. This sub-committee approved replacement or re-design of some activities within the Pilot projects under Component 4 in Outcome 4, e.g. establishment of various small scale community based funds.

On the other hand, the M&E system has been only focused on tracking progress against the log frame and also in some cases, activities were modified to ensure greater community participation in project implementation. However, there has been limited focus on monitoring for long term changes or impact. This has been a key weakness in the M&E system.

Also, the M&E system itself has not been well documented. This risks leading to a fragmented approach.

10.3. Project Reporting

Since the Project has been co-financed by three stakeholders including GEF, UNDP, and GOP, the Project has to comply with reporting requirements of all three donors and refers to this as ‘3D reporting’.

Consequently, the three different reporting lines use different time frames and formats. Details of these are given below:

- i. GEF requires report on annual basis in the form of Project Implementation Review (PIR), which is submitted in July each year;
- ii. UNDP requires progress reports on quarterly and annual basis. UNDP follows Calendar Year; and
- iii. Government of Pakistan seeks reports through the executing ministry⁹ and follows Fiscal Year July – June. The Planning Commission also follows fiscal year, and needs reporting on monthly, quarterly and annual bases. The annual report forms part of annual cash/work plan which is submitted in July each year.

⁹ Earlier, the Ministry of Environment and presently Ministry of National Disaster Management

10.4. Budgeting and Funding for M&E Activities

The total indicative cost provided for the M&E is US \$100,000. However, this is a total for both pilot and up-scaling phases. Additional budget is provided under Components 2 and 5 for documenting and dissemination of lessons learned during the Pilot phase.

M&E Rating: Based on the quality of M&E design and quality of M&E implementation, the M&E system is rated as MU: **Moderately Unsatisfactory**

11. Monitoring of Long-Term Changes

Since this has been a pilot phase, the establishment of a long-term monitoring system to document project actions and accomplishments is a crucial element of the M&E.

The impact of pilot activities has been monitored based on community acceptance, regular reporting from the IPs, and monitoring field visits. However, this is not an alternative to a systematic impact monitoring, especially since the project is a pilot where lessons learnt are meant to be documented for replication and up-scaling.

A systematic impact monitoring mechanism should be devised to assess impact of project promoted activities on land degradation and the replication by members in the community. Key impact indicators should include environmental, economic, and social impact. The assessment should also consider leverage factors, e.g. the development of water ponds for rain water harvesting can also positive implications for rangeland management as the ponds provide close-to-farm drinking water for livestock. The outcome of this mechanism should be the quantification of the extent to which the Project has contributed towards combating land degradation through SLM.

12. Assessment of Process Affecting Attainment of Project Results

Some key aspects affecting the attainment of Project results have been analyzed in detail below:

12.1. Preparation and Readiness, And Country Ownership/Driveness

SLM based on iNRM is a relevantly new concept with limited policy and program support in Pakistan. Therefore, the Project adopted an efficient approach by dividing implementation into Pilot and Up-scaling Phases, where different ideas/techniques could be experimented during the pilot phase for large scale replication and up-scaling in the consequent phase. This approach also helped build stakeholder trust during the pilot phase and project successes have led to Government confidence, reflected in increased co-financing for the up-scaling phase.

The project has been able to attract highly experienced and dedicated staff in the fields of Forestry, Agronomy, GIS/RS, Social Sciences, and NRM. Moreover, there is limited staff turnover and most of the key staff such as NPC and PPCs have been working with the project since its inception in 2009. This has led to continuation of effort on the ground.

The Project has mostly worked through minimal staffing levels within the NCU and PCUs and has leveraged the role of existing government infrastructure by working in collaboration with various Line Departments and research institutions across the project area.

The GoP and respective Provincial Governments have allocated co-financing to the Pilot Project and Up-scaling phase. Details of this can be found in the section on ‘Co-financing’.

However there have been some issues with assigning human resources to the Project. The Project faced an eight month delay in the beginning due to a recruitment ban imposed by the GoP.

Moreover, frequent transfers of the government counterparts at both the Federal and Provincial levels have occurred. These transfers cannot be directly attributed to the Project since these individuals had other key responsibilities within the Government system, e.g. Secretary P&D¹⁰ would be responsible for the entire P&D department. Regardless, these frequent changes in personnel affect continuity of effort as SLM is a relatively new concept and in some cases the Project management has been required to advocate the importance of SLM to new comers to ensure mainstreaming. Another major change in the counterpart arrangements has been the devolution of Ministry of Environment to respective Provincial Departments of Environment.

¹⁰ The designated Provincial Project Director (PPD)

12.2. Stakeholder Involvement

Considering that the provincial governments were key stakeholders in the implementation of Outcome 4, the Project provided ownership from the start of the project by selecting Pilot Project Sites (PPS) in consultation with the respective Provincial Government.

Also, the pilot projects were implemented through a dual modality, i.e. implementation through government line departments as the lead agencies and also in some cases, implementation through local NGOs as the lead agencies. Field visits and meetings with implementing entities confirmed that in both cases organizations with local presence were selected. However, considering the scale and diversity among project provinces and locations, the technical capacity within line agencies and stakeholders varied.

In addition to IPs, the Project worked with numerous other stakeholders including Research Stations, Universities, associated Ministries and Departments, and in one case with the Private Sector. The Project Management reported that although working with multiple stakeholders has been rewarding the coordination and dialogue has also been time consuming and cumbersome.

Apart from working with four NGO IPs, the Project's partnership with organizations from the development sector has been very limited.

12.3. Financial Planning:

Some 85% of the Pilot Projects have been completed. Aside from close follow up by Project management, a reason for this on progress is the stringency of agreements drawn with the IPs. The Project Management reported that these agreements were developed in the interest of accountability and ensuring that project activities are completed in a timely manner. However, some clauses in the contracts, such as up-front provision of bank guarantees by the NGO partners put NGO IPs under great stress as they do not receive advance payments for activities undertaken. Similarly, the phased budget releases for activities are based on the model of civil work contracts and do not apply to season bound NRM activities like plantations.

Moreover, due to the NEX status of the project, the project has two signatories; one of these signatories is required to be a government counterpart. Since the devolution of various ministries including the Ministry of Environment in mid 2011, the position of the National Project Director has been terminated. This in turn has led to significant delays in disbursements of funds e.g. to IPs for completed project activities and other consultancy services acquired by the NCU. Similarly, the Project work has been delayed on simple activities such as undertaking provincial consultations for the C&I paper. Hence, the absolute lack of financial authority for the NPC affects the day to day Project operations in such conditions.

Also, in the absence of a second signatory (the NPD) of the Project Account at NCU level for a longer period hamper day to day project operations.. This has also negative implications for the Project due to frequent NPD transfers and the fact that the Project is only one of the many responsibilities of an assigned senior Government officer who acts as the NPD.

An Annual financial audit of the Project has been conducted regularly. Table 02 below gives details of the component-wise audited expenditures:

Sl #	Component ¹¹	2008	2009	2010	2011	Total	Percentage of Total Budget
1	Enabling Environment for SLM Practices	642.82	19,740.18	36,898.31	50,253.59	107,534.90	4.47
2	Capacity for SLM Enhance	1,124.83	79,242.28	64,687.47	85,901.30	230,955.88	9.60
3	SLM Principles Mainstreamed	-	105,158.91	76,598.14	35,971.44	217,728.49	9.05
4	Feasibility Studies for SLM	2,836.72	100,886.13	347,876.27	361,977.19	813,576.31	33.81
5	M & E Learning, adaptive feed back	2,952.00	74,608.05	75,792.31	91,558.65	244,911.01	10.18
6	Project Management	283,087.10	145,126.12	198,400.13	165,025.59	791,638.94	32.90
GRAND TOTAL :-		290,643.47	524,761.67	800,252.63	790,687.76	2,406,345.53	

The lowest proportion of budget, 4.47% has been allocated to Creating an Enabling Environment while Pilot Project (Feasibility Studies) for SLM constitute the highest proportion of budget at 33.81%. The budget distribution among Project Components is relative to the associated impact and outreach. However, the evaluation consultant has two main concerns:

First, citing the limited activities undertaken for M&E Learning, and Adaptive Feedback, the budget utilization of 10.18% is on the higher side. The Project Management needs to review improved utilization of these funds in the up-scaling phase.

The second key concern is about the budget utilized for the Project Management which is almost one-thirds of the total expenditure at 32.9%. This percentage is at odds with recommended limits of 20%. Also, these costs are high since the NCU and PCU structures were kept lean and the Project relied on existing Government infrastructure and NGO IPs for implementation. The

¹¹ * Expenditure for the 2011 is up to November 2010 and is un audited, as the UNDP external audit for the year 2011 is scheduled for March 2012.

Project Management has, however, reported that higher expenditure for the project management is due to extension in project duration, which was originally designed for two years but actually implemented over four years. The Project Management should consider that such a complicated and multi-sectoral GEF project spread over vast geographic areas should have at least one year gestation period for mobilizing project inputs and devising effective coordination mechanisms.

It is strongly recommended that for the up-scaling phase the UNDP and Project Management work together from the onset of the Project to bring the proportion of Project Management costs down and more money is allocated to up-scaling SLM Practices and Dissemination of Learnings from the Project.

12.4. Co-financing and Project Outcomes and Sustainability

The Project is co-financed by GEF, UNDP, and GOP. In addition, the communities participating in activities under Outcome 4 provided co-financing. Co-financing from the communities was not foreseen at the time of Project preparation.

Table 03 below provides details of the co-financing share of different stakeholders.

Table 03 – Co-Financing by Different Stakeholders (US \$)							
Source of Co-Financing	Type	Project Preparation		Project Implementation		Total	
		Planned	Actual	Planned	Actual	Planned	Actual
Host Govt. Contribution	In Kind	30,000.00	30,000.00			30,000.00	25,000.00
	In Cash	-	-	650,000.00	126,619.00	650,000.00	126,619.00
	Parallel	-	-	600,000.00	600,000.00	600,000.00	600,000.00
GEF Agency (UNDP)	In Cash	25,000.00	24,000.00	1,350,000.00	976,759.00	1,375,000.00	1,000,759.00
Bilateral Aid Agency (ies)							
Multilateral Aid Agency (ies)							
Private Sector	In Cash			-	7,860.46	-	7,860.46
NGO							
Other (Local Communities)	In Kind			-	153,372.00	-	153,372.00
	In Cash				5,429.00	-	5,429.00
Total Co-financing		55,000.00	54,000.00	2,600,000.00	1,870,039.46	2,655,000.00	1,919,039.46

After the decentralization in June 2011, the four provinces have been providing the outstanding co-financing amount at the time which totaled PKR 28.804 million. Of these, the Federal

Government and Government of Balochistan provided funds additional to their due share. Details of funds provided by the provinces are given Table 04 below:

Table 04 – Co-financing Provided by the Provincial Governments (PRK in Millions)			
PSDPs	Requested	Allocated	Remarks
Federal	1.560	2.0	
Punjab	5.879	-	Block allocation for the devolved projects have been made. Specifically, net yet committed for SLMP. May commit in the near future.
Sindh	6.273	6.273	
KPK	5.958	5.958	
Balochistan	9.911	11.24	
Total:	28.894	25.471	

In addition, SLMP has been successful to mainstream SLM into National and provincial level planning process with separate budgetary allocations. In this regard, two provinces have provided SLM funds which were not intended in the original design. Details of these are:

- a. Sindh Government provided Rs.100 million by launching a parallel project with same title and was implemented in same districts by the Sindh Forest Department. This project was designed by the PCU-SLMP, Sindh.
- b. Balochistan Government has provided Rs.3.6 million in-cash to the PCU-SLMP, Balochistan. This includes Rs.1.5 million in 2009-10 and Rs.2.1 million in 2010-11 budgets. These amount were disbursed by the PCU-SLMP through the Implementing Partners of the pilot projects in Balochistan and was spent on the SLM interventions in pilot project villages.

Some Key Concerns

1. A key reason for the Project's success has been a dedicated and experienced NPC who has been engaged in the Project since the time of project development. In that sense, the success of the project is personality-driven. This raises serious concerns for sustainability of a program-based approach in the future.

13. Overall Conclusions and Recommendations

Overall, the performance of the Project has been Satisfactory. Key reasons for this ranking are that the Project has already achieved most of its targets with the participation of multiple stakeholders while using a flexible approach to implementation. The Project also introduced some innovative/new ideas such as the development of community-based SLM funds and devising VLUPs. Through its Pilot Phase activities the Project has gained trust of the Provincial governments to contribute co-financing for the Up-scaling Phase.

Key gaps in the Project are the inclusion of large number of activities and targets to be achieved over a brief two year period. This ambitious approach forced the Project to focus attention on achieving targets instead of ensuring sustainability through measures such as capacity building and other arrangements for long term management of activities implemented. Moreover, the Project lacks a systematic impact monitoring mechanism. Such a mechanism is critical to ascertain the feasibility of up-scaling a Pilot Project.

13.1. Recommendations

In addition to the specific recommendations provided at the end of each outcome analysis in Chapter xx, the following overall project-wise recommendations must be considered:

15. The Pilot Project Sites were selected due to their marginalized land and socio economic conditions. These factors make local communities highly vulnerable to frequently occurring natural disasters caused mostly by land degradation, such as drought, flood, etc. Therefore, it would be important to incorporate Disaster Risk Management (DRM) and Disaster Risk Reduction (DRR) into any similar future projects.
16. Most of the communities with whom the Pilot Projects have been undertaken face acute drinking water shortages and are forced to utilize contaminated rain water. Access to safe drinking water is an essential human need. Therefore, despite the fact that availability of safe drinking water is not directly related to SLM, the Project should provide some funding towards this purpose. This can be in the form of a community-based purpose specific fund utilized at the discretion of the community.
17. A consultative review needs to be undertaken of the current IP contractual mechanisms. Based on this consultation, IP contracts need to be revised with elimination or modification of requirements that are likely to put burden on IPs or affect activity progress.

18. Future large scale projects should involve IP and stakeholder staff in exchange visits with other countries in the region to enhance their implementation capacity and enable them to share their experiences. Moreover, the technical capacity of smaller IPs needs to be enhanced through integrating core IP staff into the technical planning process. This gained knowledge can be utilized by the IP staff in projects funded by other donors.
19. For high cost activities it is likely that replication rates will be low. To ensure wide scale adoption the Project should link communities to complementary projects operational in the country, where possible.
20. Considering the vast scale of the problem of sustainable land management, it is impossible for either a single agency or project to address the issue effectively at all levels. Having said that, the SLM Project proved to be an innovative project in this direction, with the project having had the experience and learning from nine pilot activities across the country. The experience and lessons learnt by the project now need to be well disseminated through a strong Knowledge Management Component so that other agencies in the country working on project of agriculture productivity and livelihoods can integrate SLM concepts into their work on ground.

Partnering with the International Development Sector will ensure large scale replication and dissemination of knowledge and activities related to sustainable land management as these agencies are the driving force behind improved practices in agricultural, livestock, and forest productivity. eg. USAID and AusAID are working extensively in agricultural value chains while the World Bank is supporting projects in water management. Similarly, due to the broad scope of SLM, the Project should link with other environment projects and programs by UNDP and GEF implementing agencies in Pakistan.

21. The Project has had the benefit of a pilot phase that is likely to result into an opportunity of an Upscaling Phase. During the Pilot Phase the Project has achieved most of its targets at this time is likely to achieve all of its targets by project end in June 2012. However, the Project should justify transitioning into an up-scaling phase by demonstrating systematically assessed impact and to what extent the project will contribute to resolving the quantum problem of land degradation in the target areas through the up-scaling phase. Otherwise, the up-scaling phase will be more reflective of an activity based and not an outcome based project.
22. Considering the vast scale of the Project and enormous responsibility placed on the NPC, it is critical to provide some financial authority to the NPC for making budgetary expenditure within a certain limit. This will ensure that day to day operations are run

smoothly and the NPD or PPDs are not overly stressed for granting insignificant budgetary approvals.

Annexes

Annex 01

List of Documents and other Material Reviewed

SLMP.2011. *Guidelines for SLM/Rod Kohi Fund of CBO with Participatory Donor funding.*

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SLMP. 2010. *Report on National Workshop on SLM.*

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SLMP. 2011. *Consultant for independent Evaluation.*

SLMP.2011. *Independent Evaluation-Tentative Itinerary (Email).*

SLMP. *Documents for MTR Consultant.*

SLMP. 2011. *Sustainable Land Management to Combat Desertification in Pakistan. Independent Review of SLMP (Phase-I)*

SLMP. *Study on “ Role of Spatial Technology (GIS and RS) in Sustainable Management of Land Resources”*

SLMP. *Guidelines for Village Land-Use Planning for Sustainable Land Management. Ministry of Environment Government of Pakistan.*

SLMP. *Guideline for Village Land-Use Planning for Sustainable Land Management.*

SLMP.2011.*Minutes of the Third Project Steering Committee Meeting of Sustainable Land Management Project.*

SLMP.2011. *Minutes of the First Project Technical Committee Meeting.*

SLMP.2011. *Annual Work Plan.*

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SLMP. *Project Outcomes and Achievements.*

SLMP. *Questions for Project.*

Annex 02

Schedule of Interviews and Field Visits

List of Participants

#	Name	Designation
1	Abdul Qadir Rafiq	Assistant Country Director, Environment and Climate Change Unit, UNDP, Pakistan
	Ms. Naveed Nazir	Program Associate, UNDP, Environment and Climate Change Unit
2	Muhammad Saleem Ullah	Program Officer, Environment and Climate Change Unit, UNDP, Pakistan
3	Taimur Ali	Senior Program Officer, GEF, Ministry of Disaster Management, Government of Pakistan
4	Ghazala Raza	Senior Program Officer, GEF, Ministry of Disaster Management, Government of Pakistan
5	Dr. Amjad Tahir Virk	National Project Coordinator, SLMP
6	Dr. Bashir A. Wani	Coordinator, Policy Reforms, SLMP
7	Tayyab Shahzad	Coordinator, Land use Planning
8	Javaid Iqbal	Monitoring and Evaluation Specialist, SLMP
9	Kazim Abbas	Coordinator, Capacity Building & Training, SLMP
10	Iftikhar Abbas	GIS Specialist, SLMP
11	Syed Jamil ur Rehman	Admin & Finance Officer, SLMP
12	Maqsood Akhtar	Sr. Finance Assistant, SLMP

13	Muhammad Amir Shakeel	Program/Research Associate, SLMP
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Schedule of Interviews

11 th November 2011	12 th November 2011	14 th November 2011	16 th November 2011
Participants of Meeting at BARI, Chakwal	Participants of Meeting at D I Khan:	Participants of Meeting at Karachi	Participants of Meeting at Quetta
<ol style="list-style-type: none"> 1. National Project Coordinator-SLMP; 2. Coordinator Policy Reforms & Capacity Building-SLMP; 3. Dr. Tariq, Director, Barani Agriculture Research Institute, Chakwal; 4. Mian Ashraf, Wheat Botanist, BARI, Chakwal; 5. Mr. Liaqat Sulehri, EDO (Agri.), Chakwal; 6. Mr. Maher Riaz, DO (Soil), Chakwal; 7. Dr. Sher Khan, DO(Livestock), Chakwal; 8. Mr. Saqib Mehmood, DFO, Range Management Chakwal; 9. Aamir Saleem-representative of AAUR; 	<ol style="list-style-type: none"> 1. Awais Sadiq – Project Manager (SLMP), VDO 2. Ehtisham-ul-Haq – Social Organizer, VDO 3. Urooj Fatima – Social Organizer, VDO 4. Dr. Bashir Wani – Policy Reforms Coordinator SLMP (NCU) 5. S. Irfanullah – PPC (SLMP) 	<ol style="list-style-type: none"> 1. Mr. P.S. Rajani, Special Secretary (Technical)/PPD-SLMP, Sindh 2. Dr. Lekhraj Kella, PPC-SLMP, Sindh 3. Muhammad khan Marri, President Baanhn Beli 4. Mr. Hanif Khoso, Programme Coordinator, Baanhn Beli 5. Mr. Vashoomal, NRM Coordinator, SLMP 6. Dr. Bashir Ahmed Wani, Coordinator Policy Reforms, SLMP 7. Dr. Amjad Tahir Virk, NPC-SLMP 8. Muhammad Shahid Munshi, AFA, PCU-SLMP 	<ol style="list-style-type: none"> 1. Syed. Mehmood Nasir, IGF, MoNDM 2. Dr. Bashir Ahmed Wani, Coordinator Policy Reforms 3. Dr. Amjad Tahir Virk, NPC-SLMP 4. Mr. Faiz Kakar, PPC-SLMP, Balochistan

Schedule of Field Visits

Sr.	Date	Location	Time		Itinerary/Activity	Coordination/ Arrangements by	Accompanied by
			From	To			
1	10 th Nov Thursday	Islamabad	0930	1030	Briefing by NPC-SLMP on overall achievements of the project	M&E/AFO	Representative GEF Cell NPC
			1030	1230	Briefing by Thematic Experts on their respective components	M&E/Thematic Experts	-
			1300	1330	Meeting with I.G. Forests	UNDP	NPC/Coord. PR/UNDP
			1400	1430	Meeting with EAD- Mr. Muhammad Anwar Sheikh (JS-UN)	UNDP	NPC/Coord. PR/UNDP
			1500	1530	Meeting with Planning Commission- Dr. Aurangzeb, Chief Environment	UNDP	NPC/Coord. PR/UNDP
2	11 th Nov Friday	Islamabad	0700	0830	Depart for BARI, Chakwal	PPC Punjab/AFO	PPC –Punjab/Coord.PR
		Chakwal	0900	1100	Briefings by DFO, Range Management/Field Managers, Pilot Projects, IPs Public Private Partnership & Research Projects	PPC Punjab/Director Bari/Dr. Aamir	PPC- Punjab/Coord.PR./NPC/Coord.CBT
			1100	1400	Depart for Khew Pilot Project site in District Bhakkar	PPC-Punjab/IP	PPC –Punjab/IP/Coord.PR
		Khew	1400	1530	Field visit to Khew pilot project site in District Bhakkar and participate in community meeting	PPC Punjab/Field Manager, IP	PPC –Punjab/IP/ Coord.PR/Line Agencies
			1530	-	Depart for D.I. Khan and overnight stay at Sheraton Guest House D.I. Khan.	PPC Punjab/ Field Manager, IP	PPC –Punjab/Coord.PR
3	12 th Nov Saturday	D.I. Khan	0830	1000	Briefing by Veer Development Organisation (IP) on pilot project in D.I.Khan	PPC- KPK/IP	PPC –KPK/Coord.PR
			1000	1600	Field visit to project sites at Zarkani, Garha Mada, Garha Mehmood, Gandhi Ashiq and Saggi; Participate in community meetings at Saggi and overnight stay at Sheraton Guest House D.I.Khan.	PPC- KPK	PPC –KPK/Coord.PR
4	13 th Nov Sunday	D.I. Khan	0700	0900	Depart for Lakki Marwat	PPC- KPK	PPC –KPK/Coord.PR
		Lakki	0900	1000	Briefing DFO Bannu/Project Manager (IP) Pilot Project, District Lakki Marwat	PPC- KPK/IP	PPC –KPK/Coord.PR

			1000	1400	Field visit to at Mela Mandra Khel, Karbadani Khel and Abdul Khel. Participate in CBOs Meeting at Mela Mandra Khel	PPC- KPK/IP	PPC –KPK/Coord.PR
		Lakki	1400	-	Depart for Islamabad	PPC- KPK	PPC –KPK/Coord.PR
5	14 th Nov Monday	Islamabad	1000	1155	Depart for Karachi by Flight/PK-301	AFO	PCC-Sindh/Coord.PR
		Karachi	1330	1400	Meeting with Special Secretary (Tech.),P&D/PPD-SLMP, Sindh	PPC- Sindh	PPD-Sindh/Coord.PR
			1400	1600	Briefings by Baanh Beli (IP) Pilot Project Dist. Tharparkar and TRDP (IP), Pilot Project Dist. Dadu and Over-night stay at Karachi	PPC-Sindh/IP	PPD-Sindh/Coord.PR
6	15 th Nov Tuesday	Karachi	0800	0920	Depart for Quetta (Flight/PK-352)	AFO	Coord.PR
		Quetta	1000	1700	Field visit Pishin – villages Salezai Khanzai, Churmian Karez, Gwal and Morgha Zakria Zai; Participate in CBO meeting at Salezai; Overnight Stay at Serena Hotel, Quetta	PPC-Balochistan	PPC-Balochistan/ Coord.PR
7	16 th Nov Wednesday	Quetta	0900	0930	Meeting with Secretary P&D/PPD-SLMP, Balochistan	PPC-Balochistan	PPC-Balochistan/ Coord.PR
			0930	1400	Briefing by PPC -Balochistan/IPs on Pilot Project Washuk & Awaran	PPC-Balochistan	PPC-Balochistan/ Coord.PR
			1620	1745	Depart for Islamabad (Flight/PK-352)	PPC-Balochistan/AFO	Coord.PR
8	17 th –25 th Nov	Islamabad			Meeting with PMD and Report writing	Coord.CBT	NPC/Coord.CBT
9	28 th Nov Monday	Islamabad	1000	1200	Debriefing	UNDP/NCU-SLMP	To be arranged by the UNDP

Acronyms used: NPC = National Project Coordinator; IG = Inspector General; EAD = Economic Affairs Division; BARI = Barani Agriculture Research Institute; DFO = Divisional Forest Officer; IP = Implementing Partner; Coord PR = Coordinator Policy Reforms; PPC = Provincial Project Coordinator; Coord CBT = Coordinator Capacity Building and Training; AFO = Admin and Finance Officer; PPD = Provincial Project Director; TRDP = Thardeep Rural Development Project; PMD = Pakistan Meteorological Department; NCU = National Coordination Unit, SLMP.

Annex 03

Outcome4-Activities that achieved Results beyond Target

LakkiMarwat

Targets over-achieved:			
Activity	Target	Achievement	Reason
Sand dune stabiliation with Kana plantation	50 acres	100 acres	Higher scope for the activity with easy returns, high community demand
Energy plantations with multipurpose tree species	100 acres	154.33 acres	High demand from community, good success fro land management. Community took responsibility for extra work execution
Introduction of Banh manufacturing machines	6 nos	7 nos	High community demand
Targets modified			
Activity	Original Target	Modified Target	Reason
Retaining walls and gully plugging	20,000 cft	5,000 cft	Limited scope, low community demand
Sowing of fodder trees/shrubs in contour trenches	200 acre	150 acre	Technique showed limited success in given climatic and geographic conditions
Development of water ponds and salt points	200 acres	The activity was replaced totally with a new one: installation of pressure pump	Limited scope, low community demand. Community needed water for nursery, plantation and drinking
Construction of mini-dams	4 in nos.	3 in nos.	Suitable sites for the activity were not available.
Introduction of medicinal plants	50 acres	The activity was totally replaced with providing Kana hammering machines	High demand for the new activity, limited scope for medicinal plants
Training of master trainers	3 nos	The activity was	Master trainers already trained informally through

		replaced with exposure visit to other sites	involvement in field activities
Targets not met/under-achieved:			
Activity	Target	Achievement	Reason

Dera Ismail Khan

Targets over-achieved:			
Activity	Target	Achievement	Reason
Plantation on both sides of Rudkohiruds	4 km on both sides	5 km on both sides	Community took interest and carried out the extra work on their own.
Construction of water harvesting ponds	8 ponds	8 ponds, one with water filtration system	Community demand, technology available with low cost
Targets modified			
Activity	Original Target	Modified Target	Reason
Nursery raising	6 nurseries with 100,000 saplings each	9 nurseries with 50,000 saplings each	Raising huge nurseries was not possible under the extreme dry climatic conditions in DI Khan
Construction of retaining walls or spurs	6 in nos.	Establishment of a community	The retaining walls' scope was limited after the monsoon floods in 2010. The Rudkohi fund was a sustainable intervention.

		owned Rudkohi water management fund with matching grant	
Construction of gated structures on critical distributaries	3 structures each with 4 gates	4 structures, total gates 12 but varying from site to site	Site conditions differ from site to site.
Targets not met/under-achieved:			
Activity	Target	Achievement	Reason

Balochistan

	Target	Achievement	Reason
Targets over-achieved:			
i. Low delta crops	13 Acres	56 acres	Community contributed and took interest.
ii. Fruit plant nursery	2	3	IP extended the interventions.
iii. Vaccination of animals	1500 animals	3000	Communities increased their shares.
iv. Water harvesting structure	100 acres	135 acres	Community saved the costs.
Targets modified:			
i.			
ii.			
Targets not met/under-achieved:			(all three interventions were in District Washuk worst effected by political insurgency)
i. Medicinal plot establishment	1	0	Expert was not available due to security reason Security reason
ii. Wool Sharing and Marketing	1	0	Interventions was not cost effective
iii. Lamb fattening	1	0	

Annex 04

Enabling Environment for Mainstreaming SLM Practices

Outcome 1: Enabling Environment for Mainstreaming SLM Practices Created				Impact indicators		
				<ul style="list-style-type: none"> – Number of sectoral polices that incorporate SLM guidelines – NAP mainstreamed into sectoral policies and development plans and its implementation facilitated – SLM Criteria and Indicators (C&I) developed and adopted 		
Output	Activities	Performance indicators	Impact	Potential for upscaling	Institutions Involved	
Output 1.1: Appropriate policy reforms for SLM recommended	<ul style="list-style-type: none"> • Consultations with stakeholders at the national, provincial and local levels on SLM policy related issues held; • In-house National Forest Policy review in the context of SLM completed; • Revised National Forest Policy discussed and validated in 	<ul style="list-style-type: none"> – National sectoral polices (Forest, Range, Agriculture & Water, Climate Change)harmonized for adoption of SLM ,SFM, NRM & IWRM practices 	<ul style="list-style-type: none"> – Awareness for mainstreaming SLM and SFM into National Forest Policy created at national and provincial level by involving all stakeholders including provincial forest departments. – National Forest Policy document harmonized with elements of SLM ,SFM, NRM & IWRM and SFM – Staff of key partner Line Departments/Organizations 	<ul style="list-style-type: none"> – Follow-up of sectoral policy review with the concerned Ministries dealing with of Agriclture, Water, Environment, Forest, Range Land and Climate Change; – Assistance to 	<ul style="list-style-type: none"> – Planning Commission, GOP – Federal Flood Commission – Federal Ministries: Environment, Agriculture, Water & Power, Finance, Science & Technology ,Livestock & Dairy Department – All provincial P & D Departments 	

		<p>National Workshop organized by the MOE and submitted to the Federal Cabinet for approval;</p> <ul style="list-style-type: none"> • Provincial and national level workshops for the development of National Range Land Policy held/facilitated; • SLM concept incorporated in National Range Management Policy document; • Sectoral Policy reviews on (Agriculture & Water) conducted through national consultants; • Two National Workshops on validation of sectoral policy reviews conducted; • Sectoral policy 	<ul style="list-style-type: none"> – Sectoral policies; reviewed in the context of NAP & UNCCD implementation 	<p>sensitized on issues & drivers of land degradation, SLM strategies for further integration in their policies, planning and budgetary frameworks;</p> <ul style="list-style-type: none"> – Partner organizations oriented about the obligations under UNCCD and its strategies for further implementation; – Identification of gaps in the sectoral policies in the context of SLM, NAP & UNCCD and recommendations for addressing these gaps; – Highest level involvement of the Planning Commission, Federal Ministries and provincial line departments and research organizations for mainstreaming SLM, NAP & UNCCD in existing/future policies, strategies, plans, programs and budgetary processes ; – National Workshops on sectoral policy reviews (Agriculture & Water) were 	<p>provinces for the formulation of land use & sectoral policies by adopting recommendations on policy reforms as identified in SLMP sectoral policy reviews including NAP.</p>	<p>(Agriculture, Water & Environment).</p> <ul style="list-style-type: none"> – Provincial Irrigation and Power Departments – On-farm Water Management – University of Agriculture, Peshawar – University of Engineering & Technology, Lahore – Ayub Agriculture Research Institute – Directorate of land Reclamation, Punjab – Directorate of Soil Conservation, Punjab – Soil Survey of Pakistan – All provincial Forest Departments – All provincial Agriculture Departments – Bio-Saline Project – Health Engineering
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		<p>reforms shared with the concerned Ministries</p> <ul style="list-style-type: none"> • Project Inception Workshop, PSC meetings and National /International workshop on SLM 		<p>inaugurated by the senior officials of the concerned Ministries which would ensure adoption of recommendations related to SLM policy measures to be adopted.</p>		<p>Department, Punjab.</p> <ul style="list-style-type: none"> – National Research and Development Institutions: PARC, NARC, PFI, API, PFRI , WAPDA, PMD, BARI , AZRC, NRSP, SDPI, DRM, WCAP (M/O Water & Power) & GCISC – International Organizations: GM, ICIMOD,UNDP, FAO, , WWF, IUCN, Swiss Inter-Cooperation CABI (South Asia), IWASRI
2	<p>Output 1.2: NAP mainstreamed into sectoral planning</p>	<ul style="list-style-type: none"> • Consultations with all stakeholders held at national & Provincial level ; • Review of NAP and gap analysis conducted through national consultant; • National validation Workshop on 	<ul style="list-style-type: none"> – Gap analysis of NAP conducted; – NAP mainstreamed into sectoral policies, planning and budgetary processes. 	<ul style="list-style-type: none"> – Gaps identified in the existing NAP through a national study; – Sensitization of partner organizations for revision of NAP and its alignment with the UNCCD Strategic Plan; – Process of NAP alignment with UNCCD Strategic Plan launched with the 	<ul style="list-style-type: none"> – NAP alignment process including development of an Integrated Financing strategy by the Global Mechanism to be continued during the upscaling project; 	<ul style="list-style-type: none"> – Ministry of Food & Agriculture – Ministry of Water & Power – Ministry of Livestock & Dairy Development – Ministry of Science & Technology – WAPDA

		<p>review of NAP and gap analysis launched;</p> <ul style="list-style-type: none"> • NAP alignment with UNCCD 10-Year strategic Plan launched; • Global Mechanism being involved to develop Integrated Financing Strategy (IFS) for the aligned NAP. 		<p>involvement of UNCCD & the Global Mechanism;</p> <ul style="list-style-type: none"> – Financial resources for NAP alignment mobilized through the Global Mechanism. – All stakeholders taken on board to harmonize sectoral policies for adoption of SLM principles and practices; – Pakistan one of the first countries in the Asian region to undertake review of sectoral policies and NAP and launch NAP alignment process with the UNCCD 10-Year Strategic Plan. 	<ul style="list-style-type: none"> – Capacity building of the stakeholders in NAP alignment process 	<ul style="list-style-type: none"> – Planning Commission – Federal Flood Commission – PARC – UNCCD Focal Point (IGF) – DG Environment – PCRWR – PFI – PARC (Dept. F & RM) – RRI (Range Research Institute) – PMD – AZRC Quetta – AZRC Bahawalpur – IWASRI – Soil Survey of Pakistan – ZSD – EAD – Dept. of Agriculture Punjab – Livestock & Dairy Development Punjab – All P&D Departments (Punjab, Sindh, Balochistan, KPK, AJK & G-B – All CCFs(Punjab, Sindh, Balochistan, KPK, AJK & G-B) – Wildlife Department,
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						<p>Sindh</p> <ul style="list-style-type: none"> – Wildlife & Forestry Dept. Punjab – Wildlife & Forestry Dept. AJ&K – Directorate of Soil Conservation Rawalpindi – Cholistan Institute of Desert Study Bahawalpur – PFRI – WWF – Pakistan Wetlands Project – IUCN – SCOPE – NRSP – PIEDAR – Thardeep RSP – Water Aid – SPO – UNDF – UNDF-GEF Small Grants Project – AAU Rawalpindi
3	<p>Output 1.3: National Criteria & Indicators (C & I) Developed for SLM</p>	<ul style="list-style-type: none"> – Review of literature on C & I completed; – Awareness and sensitization of partner organizations and line agencies on 	<ul style="list-style-type: none"> – C & I for SLM developed & adopted 	<ul style="list-style-type: none"> – Awareness on the need of having national level C & I for SLM created among all the stakeholders; 	<ul style="list-style-type: none"> – The C & I developed with consensus through provincial consultative meetings and then validated in the 	<ul style="list-style-type: none"> – Federal Ministries including Planning Commission – Provincial Planning & Development

		<p>need for C & I development created;</p> <ul style="list-style-type: none"> – Background paper for C & I prepared and shared with stakeholders; – Provincial Stakeholder Consultations (in progress) 			<p>national workshop will be adopted and tested during upscaling;</p> <ul style="list-style-type: none"> – Pakistan will be one of the countries to have C & I and thus meet the obligations under UNCCD; – Systematic collection of data on desertification in order to monitor the trends in Pakistan; 	<p>Departments.</p> <ul style="list-style-type: none"> – Research Institutions – NGOs – International NGOs – Private Sector – Academia – Community Organizations
4	<p>Output 1.4: Project Document for Tranche-II developed</p>	<ul style="list-style-type: none"> – Consultations with stakeholders including provincial governments held for firming up successful SLM interventions during upscaling phase; – PIF document for upscaling SLM Programme developed and shared with the provinces; – Presentations on PIF to the PSC; – Endorsement of the 	<ul style="list-style-type: none"> – Project document for upscaling prepared and submitted to GoP and UNDP-GEF for approval 	<ul style="list-style-type: none"> – Planning Commission has allocated budget for the upscaling phase; – Provinces have allocated token budgets as share and ownership for the continuation of the SLM programme; – Allocation of additional funding for SLM type activities under provincial ADPs. 	<ul style="list-style-type: none"> – Project document and the PC-I for the upscaling phase to be designed through consultations with the provinces after the approval of the PIF by the GEF council. 	<ul style="list-style-type: none"> – Planning Commission – Federal Ministries – P & D Departments (All provinces) – PCCDs – PSC – GEF Focal Point – UNCCD Focal Point (IGF)

		<p>PIF by the GEF focal point;</p> <ul style="list-style-type: none"> – Follow-up on the PIF document with Asia-Pacific UNDP focal point Bangkok 				
5	<p>Output 1.5: National Desertification Control Fund (NDCF) established</p>	<ul style="list-style-type: none"> – Consultations with stakeholders including CBOs on the feasibility of establishing of NDFC/local level funds; – Development of operational guidelines for the establishment of local level funds; – Preparation of contract agreement for local level funds – 	<ul style="list-style-type: none"> – Local level funds established 	<ul style="list-style-type: none"> – Awareness among communities for establishing local level funds to sustain the successful interventions; – There is enhanced demand of the communities to establish local level funds to ensure sustainability of the activities after upscaling phase is over. 	<ul style="list-style-type: none"> – There is lot of potential to upscale the establishment of local level funds. 	<ul style="list-style-type: none"> –

Annex 05

Capacity Enhanced for SLM

S. #	Output	Activities	KPIs	Impact	Up-Scaling Potential	Institutions Involved
1	Institutional capacity at National, Provincial and Local levels strengthened	<ul style="list-style-type: none"> • Training Need Assessment Conducted • Two National level Workshops on INRM held with collaboration of SCOPE organization • Organized National Workshops on SLM for 50 Participants from Partners Deptt/Orgs in July • Organized at Tharparker (Sindh) 	<ul style="list-style-type: none"> – National and provincial desertification cells/units established – Capacity gaps of provincial and local agencies identified and training plans developed. – Community representatives trained and certified to facilitate SLM interventions 	<ul style="list-style-type: none"> – A reference TNA available for any provincial and local actors to plan any capacity building program – TNA supported in setting priority for delivery of any training workshops – The Training plans helped local IPs in identification of their training needs according to their areas and resources at village level; – Oriented & sensitized the staff of key partner Deptts/organizations about issues & drivers of land degradation 	<ul style="list-style-type: none"> – There is need of refresher courses for all trained Staff and Community activists during SLMP-I – Due to changing scenarios and emerging technologies like REDD & INRM, there is great need to conduct more need based courses among communities and Partner organizations – There is need to integrate SLM concepts in Education Institutions by introducing relevant curriculums/Internships at University levels. – Development 	<ul style="list-style-type: none"> – All local line Deptts like Forest Deptt, Agriculture Deptts provided inputs during implementation of Pilot Projects – National Research and Development Institutions extended support by providing Resource Persons during organization of different Workshops like

		<ul style="list-style-type: none"> Province • Organized at KPK & Punjab Provinces 		<p>and SLM strategies for further integration in their policies and planning by national level workshops;</p> <ul style="list-style-type: none"> – Oriented the partner organizations about the obligations under UNCCD and its strategies for further implementation ; – Trained local activists at village level about SLM best practices for first hand availability of Resource Persons for technical guidance to local communities at village level; 	<p>of SLM Manuals/Tool kits for practitioners for further field level use and trainings to other professionals or community workers;</p>	<p>PARC, WWF and BARI etc</p>
2.	<p>Output 2.2:</p> <p>Apex bodies for coordination of desertification control measures formed</p>	<ul style="list-style-type: none"> – NCCD revived and re-notified after consultation process – 4 PCCDs established in 4 provinces conducting its regular 	<ul style="list-style-type: none"> – National Coordination Committee on Desertification (NCCD) revived to implement UNCCD and NAP – Provincial Coordinat 	<ul style="list-style-type: none"> – Compliance of UNCCD recommendations by up-dating ToRs & Composition of NCCD – This integrated different areas of SLM and institutions ToRs and composition of NCCD having all 	<ul style="list-style-type: none"> – Need further facilitation during regular meetings of NCCDs and PCCDs for its further strengthening and follow-up of its recommendations – Need to Integrate these 	<ul style="list-style-type: none"> – All members from Ministries, Deptts, NGOs and Private sector, participated during regular meetings of these coordinat

		meetings –	ion Committe es on Desertific ation (PCCDs) establishe d	relevant diverse group membership – PCCDs have provided platform at each province level for identification of SLM issues and proposing best options for SLM of their Province by representing different partner Deptts – Improved the coordination among relevant Deptts during planning and implementation of SLM related interventions by avoiding duplications and failures by learning from each other’s experiences – Provided inputs/Advises during planning and implementation of SLMP’s projects in four provinces by regular meetings of PCCDs.	Committees in normal development policies and processes at national and provincial levels by updating available coordination mechanism in public sector for its sustainability.	ion forums
3.	Output 2.3: Orientation of research	– 2 Targeted Research Projects in progress (with Arid	– Key Dryland Research Institutes participati	– Sensitized and oriented the all key dryland research institutes about	– There is need extension and replication of present two Targeted	– Arid Zone Research Center (AZRC)- Pakistan

	<p>institutes towards targeted SLM activities</p>	<p>Agriculture University, Rawalpindi and AZRC- PARC, Quetta</p> <ul style="list-style-type: none"> - Project - 1"Promote Drought/Disease Resistance Crop varieties in Rain fed areas of Balochistan by AZRC- PARC, Quetta - Project-2 "Assessment of seasonal changes in biomass production and utilization of Rangelands in Potohar Tract ." by AAUR 	<p>ng in Target Research studies</p> <ul style="list-style-type: none"> - Targeted research studies conducted and findings implemented - Networking of dryland research institutes and mechanism to implement research findings by the farmers/pastoral communities developed 	<p>land issues and SLM strategies by arranging national consultative meeting and involving during Targeted Research project selection process</p> <ul style="list-style-type: none"> - Identified the gaps between small farmers and research institutes and need to develop partnerships for more interactive research work and dissemination of finding of research work among end users/farming communities - The partner research institutes strengthened partnerships with farming and pastoral communities through small project activities and learnt from each-other experiences. - New inventions/technologies reached to 	<p>Research projects by ecological zones and new technologies wise</p> <ul style="list-style-type: none"> - Involve more research institutes/Universities for identification of any new inventions by sharing and research papers and development of their partnerships with small farmers for two-way learning - Extension of new SLM technologies among farming communities and learning time for research institutes for further fine tune in their research strategies and plans for SLM work integration. 	<p>Agriculture Research Council (PARC) is an Implementing Partner in Balochistan</p> <ul style="list-style-type: none"> - PMAS- Arid Agriculture University, Rawalpindi is also our Implementing Partner during implementation research project in District Chakwal. - Pakistan Forest Institute (PFI), Peshawar, University of Arid Agriculture, Rawalpindi, Pakistan Council for
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				<p>small farmers by this participatory research work for their adaptation.</p>		<p>Research in Water Resources (PCRWR), Islamabad, Punjab Forestry Research Institute, Gatwala, Faisalabad, Centre for Integrated Mountain Research (CIMR), Punjab University, Lahore, Rangeland & Livestock, National Agriculture Research Council (NARC), Islamabad, Faculty of</p>
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						<p>Agriculture, Gomal University, D.I.Khan, Barani Agriculture Research Institute, Chakwal involved during consultation and projects selection process</p>
4.	<p>Output 2.4:</p> <p>Public – Private partnership promoted</p>	<ul style="list-style-type: none"> – Dialogues with 10 potential Private Companies for investment – One project titled “Promotion of low delta crops in Barani Tract Punjab” in Progress – Two project concept papers in 	<ul style="list-style-type: none"> – Willingness of private sector’s participation in dry-land management assessed. – Public-private partner investment plans designed and implemented 	<ul style="list-style-type: none"> – Mobilized private sector for investment in Environment/SLM related initiatives – Set a model by initiating a project with private sector’s contribution with mutual interests for motivation of other private companies – The project will have positive impact on land cover by extension of production area 	<ul style="list-style-type: none"> – There is great potential to extend this component by mobilizing more private sector for investment and re-derive processes for formal partnerships development based on lessons learnt in SLMP-I for convenience of private sector; – More private sector companies can contribute in SLM projects by 	<ul style="list-style-type: none"> – BARI-Chakwal is IP during implementation of PPP project – Zimindara Seed Corporation is a private company partner in PPP project at Chakwal. – Federal Seed Corporation

		<p>pipeline for Detail project proposal, approval and implementation</p> <p>–</p>		<p>and economic benefits to communities in Potohar tract.</p> <p>– Learning time for Public sector at National and Provincial level in mobilization of private sector for development of partnerships with private sector in development initiatives.</p>	<p>having close liaison/dialogues at national, provincial and local levels with private sector during mobilization of private sector for investment.</p> <p>–</p>	<p>certified the seed</p>
5.	<p>Output 2.5: Knowledge generated for sustainable land management</p>	<p>– Supported PMD in Gaps identification and proposal development on project titled "Strengthening of Drought/Floods Early Warning System in Pakistan".</p> <p>– Honorable Minister-Environment Approved Project</p> <p>– Implementing by PMD</p> <p>– WFP contribute</p>	<p>– Early warning system and mechanism for monitoring drought supported</p> <p>– Number of climate change impact studies conducted</p> <p>–</p>	<p>– PMD identified gaps in Drought/Floods monitoring and early warning system and submitted proposal for support in its strengthening</p> <p>– Supported in strengthening of Drought/Floods Early warning system in Pakistan</p> <p>– Established Interactive Voice Response System in PMD-HQR for 24 hours interaction by telecommunication with general public for interactive early warnings</p>	<p>– The PMD has planned to establish its own Radio Channel for 24 hours climate update and coping strategies to adapt climate change scenario</p> <p>– There is lot of investment required to monitor and assess climate data especially in vulnerable areas by installing Automatic Weather Stations in missing areas</p> <p>– There is further need to build capacity of PMD and print</p>	<p>– The PMD proposed project and IP during implementation of this project</p> <p>– The NDMA and PDMA's in four provinces and GB remained close partner during implementation of this project provided support and got support from this project;</p>

		<p>d more 12 M PkR</p> <ul style="list-style-type: none"> - NDMA contribute d more 0.05 M PkR - 		<ul style="list-style-type: none"> - Appointed Experts for Early warnings at four Regional Met Offices at Province level for generation for early warnings according to need of communities in their respective province through print and electronic media. - The PMD engaged public and private radio networks in early warnings by formal and informal partnerships sustainably; - Introduced Climate Discussion Hours through local radio networks - Capacity building of PMD, local journalists and CSOs by interactive workshops on early warning system at Province level and development of networks between PMD and Print & 	<p>& Electronic media in generation and issuance of early warnings and further networks development at risks prone areas by interactive workshops and printed material;</p> <ul style="list-style-type: none"> - IVR system has potential by more integration of climate information and issuance of warnings into local languages 	<ul style="list-style-type: none"> - UN-WFP emerged as partner by providing 12 M support financial support and provided technical support during different project activities - JICA was also very supportive during arranging workshop and learnt to further extend its support to PMD in Early Warnings - BlackBox Sounds private company remained partner during development of different awareness radio programs and printed
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				<p>electronic media;</p> <ul style="list-style-type: none"> – Generated and issued warnings during last 2011 Flood in Sindh and threats of Cyclone at coastal areas in simple and local languages with coping strategies – The PMD after learning from this project reviewed its strategies and processes for development and issuance of early warnings for more shortest possible time and comprehensive warnings; 		<p>material with PMD</p>
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6.	<p>Output 2.6:</p> <p>Outreach & Awareness raised</p>	<ul style="list-style-type: none"> – Document ary Making is in progress – Posters, brochures, fact sheets developed – Annual Progress Review 2009 designed, Printed and disseminat ed. – Brochures (Urdu & English), Posters , stickers (Urdu & English) disseminat ed among general public, planners, policy makers and parliamen tarians. – Peelu &Guggle tree Days celebrated – Awareness through Press Coverage – Banners displayed in ICT 	<ul style="list-style-type: none"> – Awarenes s raising strategy on SLM develop ed and implemen ted – Mass awarenes s messages through print and electronic media 	<ul style="list-style-type: none"> – Created awareness among masses including Policy makers, Managers and practitioners and rural communities about Land issues and SLM best practices by different printed and electronic media 	<ul style="list-style-type: none"> – There are lot more areas remaining regarding land issues and SLM best practices for awareness raising in present geographical areas and new areas during implementatio n of SLMP up-scaling phase; 	<ul style="list-style-type: none"> – SLMP-IPs
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		- Radio & TV programm es aired				
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Annex 06

SLM Related Material Produced

SLM Related Material Produced

1. Flyers in English

- i. Causes of land degradation and desertification in Pakistan.
- ii. Mainstreaming sustainable land management into sectoral and budgetary process.
- iii. Barriers sustainable land management in Pakistan.
- iv. Desertification in Pakistan.
- v. Global Challenges of desertification.
- vi. World day to combat desertification 17 June 2010 and 17 June 2011.

2. Flyers in Urdu

- i. Causes of Land degradation and desertification in Pakistan.
- ii. Desertification problems in the world.
- iii. Barriers sustainable land management in Pakistan

3. Brochures

- i. Mazri Palm (English+Urdu)
- ii. Guggal (English+Urdu)
- iii. Threatened trees of dry lands in Pakistan.
- iv. Sustainable land management to combat desertification in Pakistan Phase 1.
- v. World day to combat desertification 17 June 2010 and 17 June 2011.

4. Posters in English

- i. Promote sustainable use of mazri palm to combat land degradation and alleviate poverty.
- ii. Climate and land degradation.
- iii. Threatened trees of dry lands in Pakistan.
- iv. Fight against desertification is fight against poverty.
- v. Desertification many be hard to reverse but can be prevented.

5. Posters in Urdu

- i. Promote sustainable use of mazri palm combat land degradation alleviates poverty.
- ii. Desertification many be hard to reverse but can be prevented.
- iii. Guggal (Urdu+Sindhi)

6. Stickers

- i. Enhancing soils anywhere enhances life everywhere (English+Urdu)

Annex 07

Mainstreaming SLM into Land Use Planning Process

S.#	Output	Activities	KPIs	Impact	Up-Scaling Potential	Institutions Involved
1	National & local LUPs developed/ harmonized to SLM principles	Guidelines for preparation of National / provincial and Village land use plans drafted and shared with the then MoE. National Land Use Atlas prepared by NLUP project of then MoE was studied / reviewed to ascertain that SLM is integrated into this atlas. It was found that it contains information on land cover /land use, land and water resources, Agriculture land use, wildlife and associated features.	SLM Guidelines integrated into national LUPs / National land use planning process harmonized towards SLM practices by developing guidelines at grassroots and national / provincial levels	<ul style="list-style-type: none"> - Government agencies owned the local land use plans developed by the SLMP - Provincial budget for SLM/INRM activities increased - Keeping in view the interest shown by Land Use Planning Section of P&D Department, Govt of AJK and P&D Department, Govt of Punjab for collaboration with SLMP in land use planning, it is perceived that SLM Principles would be harmonized in planning process of Provincial P&D Departments. 	Development of more Village and District land use plans by involving line agencies and NGOs	Pakistan Upper Atmospheric Research Commission (SUPARCO); -National Agriculture Research Centre (NARC); -Survey of Pakistan (SoP); -Soil Survey of Pakistan (SSP); -Pakistan Meteorological Department (PMD); -Pakistan

						<p>Wetlands Program;</p> <p>-University of Karachi;</p> <p>-Forest Department Punjab, K.P.K & Baluchistan;</p> <p>-Agriculture Department Punjab;</p> <p>Livestock Department Punjab;</p> <p>-NGOs: Baanhn Beli, Thardeep Rural Development Programme (TRDP), Veer Development Organization; Centre for Peace and Development; and NRSP;</p>
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						<ul style="list-style-type: none"> -Ministry of Environment; -Planning Commission; - Provincial P&D Depts.; - District Governments; - CBOs
		<ul style="list-style-type: none"> - Guidelines for Village LU planning for SLM translated into Urdu - Forty-one VLUPs prepared, - Eighteen additional VLUPs being prepared, - Seventeen VLUPs signed by stakeholders and District Administration 	Grassroots / Village Land Use Plans (VLUPs) at 9 demonstration sites	<ul style="list-style-type: none"> - Local communities sensitized for better management of their land resources to avoid land degradation and would refer land use plans to line agencies/NGOs to plan activities as per these plans. - Line departments actively participated in the preparation of land use plans and would implement activities as per these plans and develop further land use plans - SLM/INRM and climate change adaptation related activities prioritized for implementation in 63 villages. 	<ul style="list-style-type: none"> - Future SLM/INRM related activities having consensus of all stakeholders identified and implemented. 	-

				<ul style="list-style-type: none"> - Behavior change of local communities, line agencies and NGOs towards SLM/INRM resulting in optimum use of land based resources, sustaining of groundwater table and land productivity etc. - Income generation & better living conditions of local communities - Vegetation cover increased and land degradation problems addressed in the area. 		
2	SLM Information System Based on GIS Database Developed	<p>Baseline database of 9 project districts developed;</p> <p>Thematic and land-cover maps of 9 project districts prepared;</p> <p>Baseline database of 63 project villages developed;</p> <p>Landuse and thematic maps of 63 project villages prepared;</p> <p>Community activists and IPs were trained on use</p>	<p>Extent of desertification at feasibility study sites mapped;</p> <p>Existing data accumulated and incorporated in SLM Information system;</p> <p>Field survey conducted to fill gaps in the GIS database/SLM Information System;</p>	<p>GIS database available for planning and implementation of SLM/INRM related activities;</p> <p>Line agencies and NGOs using GIS data/Technology for assessment and planning of resources;</p> <p>Sharing of GIS/RS data among organizations/research institutions improved;</p> <p>Monitoring of SLM interventions and identification of forest/rangeland area through GIS/RS technology</p>	<p>GIS based district level land use plan and SLM Plans at grassroots level;</p> <p>Development and implementation of a decision-support system for SLM;</p>	<p>-Pakistan Upper Atmospheric Research Commission (SUPARCO);</p> <p>-National Agriculture Research Centre (NARC);</p> <p>-Survey of Pakistan (SoP);</p> <p>-Soil Survey of Pakistan (SSP);</p>

		<p>of GPS and ground truthing of satellite imageries for participatory GIS mapping;</p> <p>A study on 'Role of GIS/RS in SLM" conducted.</p>		<p>resulting in its improvement</p>		<p>-Pakistan Meteorological Department (PMD);</p> <p>-Pakistan Wetlands Program;</p> <p>-University of Karachi;</p> <p>-Forest Department Punjab, K.P.K & Balochistan;</p> <p>-Agriculture Department Punjab;</p> <p>Livestock Department Punjab;</p> <p>-NGOs: Baanhn Beli, Thardeep Rural Development Programme (TRDP), Veer Development</p>
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						<p>Organization; Centre for Peace and Development; and NRSP;</p> <ul style="list-style-type: none">-Ministry of Envoronment;-Planning Commission;- Provincial P&D Depts;- District Governments;- CBOs
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3	Periodic changes at demonstration sites towards sustainability of SLM practices monitored & assessed	<ul style="list-style-type: none"> - Performance indicators identified - Performance of pilot projects against indicators being monitored on quarterly basis 	Performance indicators identified & monitored	Scope and impact of pilot project activities monitored and identified for up-scaling	Future SLM/INRM related projects would use and improve these indicators.	<p>Pakistan Upper Atmospheric Research Commission (SUPARCO);</p> <ul style="list-style-type: none"> -National Agriculture Research Centre (NARC); -Survey of Pakistan (SoP); -Soil Survey of Pakistan (SSP); -Pakistan Meteorological Department (PMD); -Pakistan Wetlands Program; -University of Karachi; -Forest Department Punjab, K.P.K &
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						<p>Balochistan;</p> <p>-Agriculture Department Punjab;</p> <p>Livestock Department Punjab;</p> <p>-NGOs: Baanhn Beli, Thardeep Rural Development Programme (TRDP), Veer Development Organization; Centre for Peace and Development; and NRSP;</p> <p>-Ministry of Environment;</p> <p>-Planning Commission;</p> <p>- Provincial P&D Depts.;</p>
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						<ul style="list-style-type: none">- District Governments;- CBOs
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Annex 08

List of Best Practice Case Studies

1. Sand dune stabilization through spreading and growing kana and shelterbelts
2. Sustainable Use of Mazri Palm as SLM Practice
3. Improvement in control and conveyance system of Rod Kohi flood water through construction of gated structures
4. Shelterbelts/Woodlots in Thal Desert, Pakistan
5. Promotion of Drought & Disease Resistant Crops in Rain-fed areas of Baluchistan
6. Establishment of Agro forestry Farms over 4 ac each in Tharparkar District, Sindh
7. Planting of Gugur over 40 acres in Tharparkar
8. Barani Agriculture & Livestock rearing

Annex 09

ACTIVITIES AND REPORTS COMPRISING M&E DESIGN

- i. Communication and Monitoring Plan
- ii. Risks Log
- iii. Issues Log
- iv. Monthly Review Meeting
- v. Monthly Progress Report
- vi. Quarterly Planning and Review Meeting
- vii. Quarterly Progress Report
- viii. Annual Progress Report
- ix. Best Practice Case Studies
- x. Project Implementation Review
- xi. Monitoring/Field Visit Reports
- xii. Pilot Project Completion Reports (Outcome 4)
- xiii. Pilot Project Terminal Evaluation

#	Risk Description	Category	Impact & Probability	Counter Measures/Mngt. Response	Owner	Author	Date Identified	Last Update	Status
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Annex 10
Risk Logs

1	Government willing to accept and implement SLM policy reforms	Strategic	P=4	Reviews of sectoral policies for policy reforms in process	NPD/PSC	Project Document	Project Designing	Nov. 2009	Active
2	Security situation in the country, including in KPK, Balochistan, Punjab and Islamabad is improved	Security	Implementation of pilot projects delayed/abandoned and costs escalations P=5	Appropriate measures are being taken to minimize the risks of security. Some of the pilot project targets reduced.	NCU/PCUs	Project Document	Project Designing	April 2011	Active
3	Climate change/drought/flash flood do not affect project communities in Sindh & Balochistan	Environmental	P=3	Early Warning System strengthened	Coordinator Capacity Building	Project Document	Project Designing	October 2010	Active
4	GEF, UNDP and GoP remained committed to project financing for Phase-II	Financial	P=4	Timely submission of PIF/Project Document to the and PC-I for the Phase- II to GEF-UNDP and GoP. PIF has been prepared & is under process with the UNDP.	Coordinator Policy Reforms/NPC	Project Document	Project Designing	April 2011	Active
5	Timely release of funds for planned project activities	Financial	Planned project activities	Timely submission of request to UNDP & GEF for release of funds	National Project Coordinator	NCU	March 2008	July 15, 2008	Dead

			delayed P=3		or				
6	Cost escalation of equipment, furniture & fixture	Financial	P=3	Most of the equipment has been procured.	NPC/AFO	NCU	March 2008	Nov. 2009	Dead
7	Delays in recruitment of project staff	Organizational	Project outputs affected P=2	Project staff recruitment completed	NUC/UNDP	NCU	March 2008	April 2008	Dead
8	Delays in awarding sub-contract for implementation of pilot projects	Strategic	Under utilization of project funds P=3	Sub-contract signed for all the 9 pilot projects.	NCU/PCU / UNDP	NCU	March 2008	Nov. 2009	Dead
9	Availability of technical/competent staff and their continuity	Organizational	Negative impact on deliverables P=3	Timely recruitment and ensuring continuity of project staff	NCU/UNDP	NCU	March 2008	Nov. 2009	Active
10	Implementing Partners meet targets of pilot projects	Strategic	Delays in implementation of Pilot Projects	Sub-contracts revised for some of the pilot projects allowing additional time to IPs for meeting the targets	PCUs/NCU	NCU	Nov. 2009	Mar 2011	Active
11	After the devolution of Ministry	Strategic/	Loss of	Active persuasion with the	NCU	NCU	May	July	Dead

	of Environment, the federal government may not own the project and allocate funds of GoP share	Financial	federal ownership of the initiative, delays in project disbursement, and loss of federal co-financing for the Phase-II	Planning Commission for reflection of SLMP and allocation of funds for the year 2011-12 in federal PSDP.			2011	2011	
12	After the devolution of Ministry of Environment, the provinces may not allocate funds for GoP share of the Project	Financial	Delays in completion of pilot projects	Provincial governments are being pursued vigorously for the allocation of funds for devolved components. Two out of 4 provinces have allocated funds for their respective component. Negotiations still going on with the other 2 provinces.	NCU/PCUs	NCU	May 2011	Oct. 2011	Active
3	Flash flood do not affect project communities in Sindh	Environmental	P=3	Early Warning System strengthened	Coordinator or Capacity Building	Project Document	August 2011	Sep. 2011	Active

ISSUES LOG

Date

NCU: National Coordination Unit; PCU: Provincial Coordination Unit NPC: National Project Coordinator

Annex 11
Issues Log

October 10, 2011

Award ID: 00053047

Project: Sustainable Land Management to Combat Desertification in Pakistan (Phase-I)

ID	Type	Date	Description and Comments	Status	Status Change	Author
101	Concern	March 20, 2008	Delay notification of Provincial Project Director (PPD), Punjab	Dead; all the PPDs have been notified by the provincial Govts.	April 08, 2008	NPC
102	General	March 27, 2008	Notification of Project Steering Committee (PSC)	Dead; PSC has been notified	April 21, 2008	NPC
103	Concern	March 30, 2008	Delay in release of GEF-UNDP funds	Dead; funds released on April 14, 2008	April 15, 2008	NPC
104	Concern	April 15, 2008	Delay in recruitment of Project staff and technical experts due to ban imposed by the Federal Government on April 12, 2008	Dead: Eighty percent (80%) recruitment of additional project staff and Technical Experts has been completed Remaining vacant positions were advertised	January 15, 2009	NPC
105	Problem	April 15, 2008	Admin & Finance Assistant resigned on April 10, 2008.	Dead- AFA has been hired on SSA	May 15, 2008	NPC
106	Concern	June 10, 2008	NPD, SLMP retired from Service	Dead-Additional Secretary has been appointed to act as NPD, SLMP	June 28, 2008	NPC
107	Problem	June 25, 2008	Delay in procurement of project vehicles	Dead: Vehicles have been procured through UNOPs	January 15, 2009	NPC
108	Concern	January 15, 2009	Delay in securing exemption certificates/registration numbers for the recently imported project vehicles	Dead: Exemption certificates and registration numbers issues	Nov. 2009	NPC
109	Concern	November 15, 2009	Delay in issuance of registration documents of project vehicles	Dead: Under process with the Foreign Office	Nov. 2009	NPC
110	Concern	November 15, 2009	Proper office space for PCU, Sindh is yet to provided	Dead: P&D Department, Sindh has provided office space for the	Dec. 2010	NPC

111	Concern	November 15, 2009	Frequent changes of Govt. counterparts at federal and provincial levels slow down project activities	Active: Beyond control of project management	Nov. 2009	NPC
112	Problem	November 05, 2010	Devastating floods of 2010 caused considerable damage to pilot project interventions, which slowed down the pace of field interventions.	Dead: Damaged interventions were re-undertaken.	June 2011	NPC
113	Problem	December 15, 2010	Number of staff positions fallen vacant due to resignation of incumbents	Active: Positions were advertised and recruitment is in process.	July 2011	NPC
114	Concern	December 10, 2010	Release of payment against season bound activities and pilot project payment schedule doesn't match, which creates limitations for the Implementing partners and hamper progress.	Active: This issue will be addressed during the transition period and next phase of the Project.	Jan. 2011	NPC
115	Concern	March 25, 2011	Limited capacity of line agencies and NGOs in implementing integrated multi-sectoral SLM projects hinders on-the-ground implementation of the Project	Active: Capacity building of project partners and communities will help in addressing this issue.	March 2011	NPC
116	Concern	April 30, 2011	Demonstration of impact of SLM related interventions requires more time than actually allocated for the pilot projects	Active: Duration of SLMP phase-I extended by one year up to June 2012 by the PSC	March 2011	NPC
117	Concern	May 2, 2011	Preparation of Village Land Use Plans (VLUPS) is taking more time than anticipated due to limited capacity of the Implementing Partners and the local communities	Active: The duration of the pilot projects have been extended for completion of VLUPS and remaining targets	June 2011	NPC
118	Concern	May 30, 2011	Devolution of the Ministry of Environment to the provinces has created uncertainty and resulted in delays in project disbursements as the NPD is yet to be designated and signatories of project account is to be updated.	Active: The designation of National Project Director will be taken up with the planning commission.	July 2011	NPC