

**Pakistan National Conservation Strategy
The Mid Term Review**

A Process Overview

March 2000

Prepared by

**Ministry of Environment
Local Government and Rural Development
National Conservation Strategy Unit**



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This document has been prepared by the NCS MTR Coordinator Ms. Maheen Zehra.

The Pakistan National Conservation Strategy Mid Term Review

A Process Overview

Around five years of planning that led to the formulation of Pakistan National Conservation Strategy (NCS), made it both a process and a product i.e. a multi-sectoral consultative process of consensus building and mobilisation of a constituency; and a strategic framework of 405 pages. In order to take stock of the implementation of prescriptions and recommendations made by the NCS, a major review was mandated in its section 13.4 mid way, through its implementation.

The initiation of NCS implementation has been marked by two significant projects in addition to several other milestones. One of these is the Pakistan Environment Programme (PEP), launched in July 1994, aims to build capacity of four institutions namely: (i) The National Conservation Strategy Unit at the Ministry of Environment, Local Government and Rural Development (MoELGRD); (ii) The Environment Section at the Planning and Development Division; (iii) The Sustainable Development Policy Institute (SDPI); and (iv) The World Conservation Union – IUCN Pakistan programme. PEP has been funded by CIDA, which was the principal funding agency for NCS development.

The second major project was the Environment Protection and Resource Conservation (EPRC) project funded by the World Bank. The implementing agency was MoELGRD.

PEP mandates to conduct the mid term review of NCS implementation. In April 1997, when the PEP Manager was hired, the management of NCS mid term review (MTR) was part of his TORs. The discussion on NCS MTR began in 1998 when a Canadian team comprising of Mr. Ian Smillie, Performance Advisor for PEP and others came to Pakistan in November 1998 for PEP related work. The deliberations began among PEP partners to conceptualise the magnitude and scope of this exercise. There were varying views regarding the scope of MTR. One point of view was that considering the processes that went into formulation of NCS its review should be as extensive an exercise as the formulation of NCS was i.e. a rigorous study spread over a period of 2 to 3 years. The other was to conduct an impressionistic review. The first one was not possible given the resources available with in the PEP project while the second wasn't befitting for a strategy of NCS stature moreover it would have lost the rich experiences that were gained over the last seven-years, which could provide direction for mid course correction. It was therefore decided that the MTR would be an improvisation of the two suggested options.

The PEP partners decided that the MTR would be a six to eight month long exercise, planned in two stages. Stage one would be the data collection phase, which would be handled internally. While the second phase would be the external review conducted by an independent team led by a senior international consultant including a senior level representative from Pakistan ideally from the public sector.

The first draft of TORs was developed by Mr. Bruce Goodman of Cowater Canada and Mr. Ian Smillie, which was later revised by PEP partners. A PEP Steering Committee for NCS MTR comprising of representatives from the four PEP partners was formed at this stage to guide the MTR process. A decision was taken by this Committee that the MTR would be housed at the NCS Unit MoELGRD. It was also decided that the exercise would be managed through the PEP fund available at the NCS Unit, although shoestring amount given the envisaged scope of NCS MTR.

Subsequently, in December 1998 the process initiated to hire a coordinator to manage this exercise. After an extensive search of 4 months, the MTR Coordinator came on board in May 1999. It would be interesting to note that the Coordinator's selection process led to inter-PEP partners' secondment of an IUCN staff member.

Parallel to the above developments in Pakistan, at global level, a major initiative by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) was underway to assist developing countries on best practices in development and implementation of their national strategies for sustainable development. The process was being undertaken in the light of United Nation's General Assembly Special Session in 1997 that each member country should have a National Strategy for Sustainable Development (NSSD) by the year 2002. The European Commission and UK were leading the task force for this initiative.

In November 1998, a meeting took place at IUCN with Mr. John Warburton, Environmental Field Manager for DFID during which the proposed NCS MTR was also discussed. It became more apparent that while Pakistan is taking the initiative of reviewing the NCS (its national strategic framework for sustainable development), this exercise is envisaged to have the potential to provide a thorough learning ground for other countries that are gearing up to either develop their NSSDs or review the existing NCS, NEAPs, or Green Plans with the support of OECD – DAC. Since, DFID is leading the process of NSSDs, in principle it agreed to provide input to the Pakistan NCS MTR. In this regard, DFID nominated Dr. Stephen Bass to be part of the independent external review team for NCS MTR.

In June 1999, the World Bank funded EPRC project was nearing its conclusion. In order to plan for another phase of this project, the Bank undertook the development of an Environmental Strategy for Pakistan with the help of SDPI. In April 1999, a meeting took place between IUCN and the World Bank where the two initiatives, i.e. NCS MTR and development of Environmental Strategy for Pakistan were also discussed. The complementary roles that the two can play for each other were deliberated upon. As a result it was decided that the background paper prepared by SDPI would form a building block for the NCS MTR exercise while a staff member of the Bank will be part of the external review mission.

As it emerged, the MTR external team comprised of Dr. Arthur J. Hanson from International Institute for Sustainable Development, Dr. G. M. Samdani – former Secretary Ministry of Environment and Ministry of Population Welfare, Dr. Stephen Bass from International Institute for Environment and Development, and Dr. Aziz Bouzaher of the World Bank Washington DC.

Developing the focus, scope and methodological framework of NCS MTR was a task that needed careful thinking. In May 1999, at the beginning of NCS MTR, the foremost step was to revise the TORs in order to define the purpose, scope and expected outcomes of this exercise. The final TORs for NCS MTR are enclosed as *Annex 1*.

The next step was to develop a methodological framework for collection of information. The methodological framework evolved over a period of 4 months where a major breakthrough came when Dr. Stephen Bass, Director IIED joined the MTR team at NCS Unit for a brief duration of 3 days. During this time, a task list was identified for taking the MTR process forward. In addition, an analytical framework was developed that served as a springboard for information collection (see *Annex 2*). Following tasks were identified to make NCS MTR a viable exercise.

1. Agree on an **analytical framework on sustainable development**, for use throughout Review
2. **Focus group discussions** on the changing context
3. Review development of **institutions** proposed by the NCS (Secondary review)
4. Review the progress of **provincial and district strategies**
5. Create a **database of all projects** relating to the NCS
6. Review a **sample** of these projects
7. In light of the above, review the **overall NCS process** and its management
8. Produce a **draft synthesis report**, summarising findings and recommendations
9. **Multi-stakeholder debate** on findings and ways forward
10. Produce and disseminate **final report**

The first five were to be carried out by the internal MTR Team as phase one of the exercise. While the last five tasks were to be handled by the external review team in addition to review and verification of the information collected during phase one of NCS MTR. The external review team in order to verify the collected information was also envisaged to hold meetings with key actors and visit field projects across Pakistan.

The task list for information collection went through further refinement in that it was decided that there would be nine background studies feeding into the final review report. These nine studies constitute the main dossier for external review team. A significant development took place in December 1999 when UNDP extended its collaboration to MTR process. Subsequently it was decided that two out of the nine background studies would be managed by UNDP.

The nine studies are listed below:

1. The Report on Public Consultations at Federal and Provincial Levels – Prepared by the NCS Unit MoELGRD
2. A Database on Public Sector Investments in the Core Areas of NCS 1992/93 – 1999/2000 – Prepared by the NCS Unit MoELGRD

3. Environmental Strategy Background Report – Prepared by Dr. Tariq Banuri and Dr. Shaheen Rafi Khan, SDPI, through the World Bank
4. Mid Term Review of National Conservation Strategy – Environmental Legislation – Prepared by Hagler Bailly Pakistan
5. Institutional Development For NCS Implementation – Prepared by Dr. Aamir Matin and Mr. Aqil Shah, Sub Regional Resource Facility, UNDP Islamabad
6. A Review of Provincial and District Conservation Strategies – Prepared by Mr. Haroon Ayub Khan
7. The Mid Term Review of National Conservation Strategy – Mass Awareness Initiatives – Prepared by Hagler Bailly Pakistan
8. A Study of The Contribution of The Private Sector and Non-Governmental Organizations Towards The Implementation of The Pakistan National Conservation Strategy – Prepared by Arshad Zaman Associates [Annexes for this study are separately compiled and are available with the MTR Coordinator]
9. A Study of Resourcing For National Conservation Strategy Implementation – Currently being prepared by Mr. Akhtar A Hai, Applied Economic Research Centre, University of Karachi, through UNDP [this study will be finalised by March 23rd, 2000]

In addition to the above studies, all PEP partners have been preparing a working paper that highlights their respective contribution to NCS implementation. These working papers will be submitted to the external review team. The working papers from IUCN and MoELGRD have been finalised.

The information collection phase continued over a period of eleven months i.e. May 1999 to March 2000.

The external review will take place from March 13 to April 16, 2000. Specific TORs for external review team members are enclosed as *Annex 3*. A summary itinerary of the review mission is given in *Annex 4*.

TERMS OF REFERENCE FOR THE MID TERM REVIEW OF THE PAKISTAN NATIONAL CONSERVATION STRATEGY

I. BACKGROUND

A 1998 review of strategies for sustainability carried out for the World Bank observed that national sustainable development strategies ‘are imperative in that they provide a framework for analysis and a focus for debate on sustainable development. In addition, they institutionalize processes for negotiation, mediation and consensus building, for issues, which are inherently conflictual. Furthermore, they facilitate planning and the implementation of action, which can change or strengthen values, knowledge, technologies and institutions with respect to priority issues. Strategies can assist countries [to] solve interrelated economic, social and environmental problems by developing their capacities to treat them in an integrated fashion... Cross-sectoral strategy initiatives...provide a foundation from which a national sustainable development strategy can be developed.’¹

The Pakistan National Conservation Strategy (NCS) situated Pakistan’s socio-economic development within the context of a national environmental plan. The NCS began with a two-year start-up phase, followed by three years of preparation, during which a strategy document was prepared, reviewed, revised and submitted to cabinet for approval. Pakistan’s NCS was approved by cabinet in March, 1992, and has been regarded as one of the largest and most comprehensive documents of its kind in the world. The authors and stakeholders of the document endeavoured to make this the central document against which sustainable development in Pakistan would be measured. The main implementation phase was launched with a donor conference in January 1993, although some implementation began in 1991, with allocations in the federal budgets of 1991-2 and 1992-3.

The strategy has been commonly referred to as more than just a product, but a process based on a participatory methodology that had the net effect of creating an “environmental movement” within Pakistan, committed to implementing its goals and objectives. This development is key to the central tenet of the NCS, which postulates that documents and policies do not make change, only people do.

The NCS has three macro objectives.:

1. Conservation of natural resources;
2. Sustainable development; and
3. Improved efficiency in the use and management of these resources.

Achievement of these objectives is contingent on the viability of the three key operating principles: achieving greater partnership in development and management, merging

¹ Ndey-Isatou, Njie, ‘Review of Literature on Strategies for Sustainability in Africa’, prepared for the World Bank Study on the Implementation of Environment Support Programmes

environment and economics in decision-making; and focusing on durable improvements in the quality of life of Pakistanis.

The NCS contained three sections. The first, *Pakistan and the Environment*, addressed the global environmental context, Pakistan's resources use and environmental impacts, and existing institutions and policies related to the environment.

After outlining the environmental problems and the means of mitigating them, the second part, *Elements of the National Conservation Strategy*, focuses on opportunities for improvement in the primary, secondary and tertiary sectors.

Part three, *Implementation Arrangements*, identified 14 core theme areas for priority implementation, along with the detailed commitment needed by government, NGOs and the private sector over ten years 1991-2001:

- maintaining soils in croplands
- increasing irrigation efficiency
- protected watersheds
- supporting forestry and plantations
- restoring rangelands and improving livestock
- protecting water bodies and sustaining fisheries
- conserving biodiversity
- increasing energy efficiency
- developing and deploying renewables
- preventing and abating pollution
- managing urban waste
- supporting institutions for common resources
- integrating population and environment programmes, and preserving the cultural heritage

From these core themes, 68 programmes were identified. Each programme was presented in detail with communication, extension, research and training components, as well as long-term goals, outputs, and the resource investments required. The NCS indicated how to integrate these programmes into existing and proposed national, sectoral and subsidiary plans. It then proposed building institutions to support the action agenda and implementation plan, paying particular attention to federal-provincial leadership, increasing inter-agency cooperation, enhancing departmental capacities, improving district level coordination, involving the corporate sector, and cooperation with communities and NGOs. Community-based management is identified as the key means of meeting these commitments. The report called on government, NGOs and donors to support and nurture local participatory organizations for the management of common resources throughout the country.

The Pakistan NCS has been called 'over-ambitious in scope',², and early implementation plans were scaled down to more practical dimensions. Nevertheless, as one of the most comprehensive early National Conservation Strategies, it broke new ground as a planning

² Carew-Reid, J. (Ed.), *Strategies for Sustainability: Asia*, Earthscan, London, 1997

document for the country's future sustainable development, and became a model for other countries in South Asia.

An NCS Mid Term Review Committee, comprising The Environment Section of the Planning Commission, the NCS Unit of the Ministry of the Environment, IUCN and the Sustainable Development Policy Institute, has met during the second half of 1998 to develop terms of reference for the NCS Mid Term Review.

II. PURPOSE/OBJECTIVES OF THE MID TERM REVIEW

This section aims to answer the following questions:

1. Why? What is the review trying to achieve?
2. For whom? Who is going to use the results of this review?
3. What is going to be assessed?

In order to articulate a purpose, the important considerations were: do we want to generate a rationale that the context and circumstances have changed so much that we need another NCS -- OR do we want to refocus and reprioritise our sustainable development process in a more effective direction -- OR do we want it to act as a signpost that warns our implementing and supporting institutions about the major gaps and shortfalls in our approaches.

Purpose

Keeping in view the time and magnitude of effort that went into the development process of current NCS, the NCS Mark 2 seems to be an unrealistic and untimely endeavour. Hence a more appropriate target that can be achieved through this exercise would be:

The NCS MTR will enable the stakeholders (government, civil society and supporting institutions) to take stock of the current situation and take necessary steps for mid-course correction

Specific Objectives

1. *To assess the progress achieved since the adoption of the NCS, taking into account all the influential factors.*
2. *To analyse and collate lessons learned so far, draw conclusions and formulate recommendations regarding adjustments of NCS as a holistic and integrated strategic guideline for sustainable development in Pakistan.*

Objective No. 1: This would entail: achievements with regard to the core programme areas; institutional development; capacity development; legal framework development; policy development; (financial instruments, fiscal incentives, monetary and credit policy links, sustainable trade policy). The above will be approached through an assessment of public

sector programmes, donor funded programmes and projects and initiatives undertaken by NGOs and private sector organizations.

Objective No. 2: It clearly suggests that the MTR should be seen as a forward-looking study. In examining the achievements and problems of the past, it should point clearly towards the future in its recommendations. It should offer clear direction on the following questions:

- to what extent should the NCS be reformulated, refocused or rewritten to take into account new developments and changes in the context?
- what should be the future role of supporting institutions, including national and provincial governments, donors, NGOs and others?

In the above context some key questions have been identified by the PEP Steering Committee for MTR. These will be widely circulated in order to seek comments from as many stakeholders as possible.

III. METHODOLOGY

For a meaningful review of the NCS, following tasks are envisaged:

- i. AGREE ON AN ANALYTICAL FRAMEWORK for COVERING CONSERVATION AND SUSTAINABLE DEVELOPMENT PROCESSES AND OUTCOMES – both to encompass the many dimensions of sustainable development, and to provide a rigorous ‘filing system’ for the varied findings on NCS progress, which will be evident at many levels such as inputs made into and outputs achieved from NCS implementation. In addition, to assess whether sustainable development is being achieved, we need to assess the actual **outcomes (or impacts)** of the activities. Or, if impacts are not yet evident (many will take time to appear), we need to assess the quality of the various **processes** that help to make the transition to satisfactory outcomes. If we can assess both of these so much the better.
- ii. FOCUS GROUP DISCUSSIONS ON THE CHANGING CONTEXT, AND ON PROGRESS AND NEW PRIORITIES IN ENVIRONMENTAL CONSERVATION AND SUSTAINABLE DEVELOPMENT – issues not really covered by the NCS - globalisation of markets, new international obligations, etc. We need many perspectives on this, to regroup the priorities. Furthermore, a contextual discussion will help to focus and revise the sustainable development analytical framework; and it will reveal people who have useful information, for later detailed interviews, etc.
- iii. REVIEW DEVELOPMENT OF THE MAIN INSTITUTIONS PROPOSED BY THE NCS – the institutions provide the only continuity and ‘glue’ for the NCS. Their work defines, *de facto*, how the NCS is evolving. A lot has been achieved in setting new institutions up, and it is time to take stock of how they are working - individually and together. Furthermore, each institution is facing constraints, which need to be identified and removed for further progress.

- iv. REVIEW PROVINCIAL AND DISTRICT STRATEGIES – Such a review should also be a helpful exercise for people involved in the provincial strategies, giving them both a chance to reflect on their own strategies, and to feed back to the NCS.
- v. REVIEW LEGISLATION / POLICY CHANGES PERTAINING TO NCS – legislative and/or policy changes and amendments as required for the implementation agenda of the NCS is due consideration here.
- vi. REVIEW MASS AWARENESS ON ENVIRONMENTAL/CONSERVATION ISSUES – the NCS advocates access to information on environmental and conservation issues in order to ensure NCS implementation in a holistic fashion.
- vii. REVIEW FINANCIAL ADJUSTMENTS PERTAINING TO THE NCS – reflect on the resource allocation and funding allotted by external concessional lending, domestic resource mobilisation, and private investments for NCS implementation.
- viii. CREATE A DATABASE OF ALL PROJECTS RELATED TO THE NCS - Such a database would reveal the changing ‘shape’ of government/donor commitment and investment in different types of SD activities. Seeing the ‘big picture’ may reveal the real-life priorities, which can then be compared to the NCS’s goals and assumptions.
- ix. REVIEW PROGRESS AND IMPACTS OF A SAMPLE OF NCS PROJECTS - Identifying projects which have been successful will reveal what processes are helpful for them (those processes connected to NCS, and other processes that might need to be accommodated by it). Finally, the involvement of PEP personnel in project reviews will give them useful feedback on the actual outcomes of projects and the effective processes that contributed.
- x. REVIEW THE OVERALL NCS PROCESS AND ITS MANAGEMENT - This should help future promotion of the NCS. It is obviously also needed for adjustment of the whole process in the second half of the NCS term.
- xi. PRODUCE A DRAFT SYNTHESIS REPORT, SUMMARISING FINDINGS AND WAYS FORWARD - to bring together all the evidence in a form, which enables debate on findings, recommendations and next steps.
- xii. DEBATE MTR FINDINGS AND PROPOSED WAYS FORWARD - the results of the MTR must be widely ‘owned’ if people are to act on them. Up to this point, there will have been much discussion with individuals and focus groups. Now the ideas need to be put to those at the ‘centre’ of the NCS - the PEP partners, and especially the NCS Unit, and others - including a multi-stakeholder workshop.
- xiii. PRODUCE AND DISSEMINATE FINAL NCS-MTR REPORT - to summarise the changed contexts and challenges, to communicate findings and any agreed

adjustments to NCS to all NCS stakeholders and to act as a basis for funding discussions with donors.

IV. RESPONSIBILITIES AND COMPOSITION OF THE EXTERNAL MTR TEAM

A four-person team will carry out the external review mission. If possible, the Team Leader should be identified early in Phase I and should be involved in designing the data-gathering exercise. It is envisaged that the team should include at least one senior Pakistani in addition to senior international consultants.

V. TIME PERIOD

It is envisaged that the overall MTR will take approximately 10 – 12 months starting from May 1999.

Analytical Framework

Key outcomes Core processes/systems	Ecological processes and natural resources conserved (Soil, Forests, Watersheds and Water bodies)	Biodiversity conserved	Resource productivity maintained (rangeland, live stock and fisheries)	Resource quantity, and efficiency maintained (energy, irrigation, renewables)	Pollution controlled (pollution abatement and urban waste management)	Integrated population and environment programmes	Culture conserved
Improving awareness /education /advocacy/knowledge management for C/SD							
Supportive legislation							
Institutional strengthening (good governance)							
Economic resourcing/ guarantees							
Improving participation in C/SD debate/action							
Improving research /analysis/ monitoring and learning on C/SD							
Capacity building technology and resilience							
Gender equity incorporated where needed							
'Mainstreaming' NCS into sector policies, plans and budgets							
Ensuring coherence and coordination between sectors/ agencies/ departments and actors							
Empowerment where it is needed							

Terms of Reference for Individual External Review Team Members.

Team Members

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Dr. G.M. Samdani
Senior Environmental Management Consultant
Pakistan

Terms of Reference – Dr. Arthur J. Hanson (Team Leader)

November 1999 – March 2000

General

The partners in Pakistan Environment Programme have prepared a TOR for the MTR of the Pakistan National Conservation Strategy and initiated a number of activities. The MTR is intended to provide stakeholders (government, civil society and supporting institutions) with the opportunity to assess the current situation and set the stage for any necessary mid-term corrections. Specifically the MTR will assess progress since the 1992 adoption of the NCS and, based on lessons learned, will draw conclusions and make recommendations on adjustments needed for the NCS and integrated strategic guidelines for sustainable development in Pakistan. The External Review Team, comprised of four members, will prepare a draft final report of the MTR and present it to a multisectoral workshop. Based on comments received at the workshop, a final report of the MTR will be submitted to the Ministry of Environment for wider circulation to stakeholders and further action.

The ERT will conduct its work from a combination of materials prepared in advance by the NCS MTR Team, from interviews and field visits in various areas of Pakistan, from review of documents of the NCS and other development efforts in Pakistan, through limited comparisons with ‘best-practice’ strategies in other countries, and from the individual experience of the ERT members. Background work and responses regarding the design and preliminary products arising from the advance work commissioned through IUCN-Pakistan will take place in the months prior to the ERT meetings. Team activities within Pakistan are scheduled for a three-week period during March - April 2000. It is anticipated that the final report will be produced by mid of April 2000.

The ERT members will work cooperatively to produce an integrated report. However, it is useful to draw upon the individual skills and background of each person in the conduct of the fieldwork and other activities. These individual TOR are provided as Annex 2 to the overall TOR for the ETR, which, in turn, are linked to the TOR for the MTR. These documents should be consulted for further details regarding the tasks.

Specific

1. The Team Leader is responsible for submitting a satisfactory draft and final report for the MTR and for maintaining liaison with key members of the team responsible for organizing and conducting the MTR.
2. In the period leading up to the field visit, review and comment upon materials received from the MTR Coordinator and Head of IUCN Islamabad related to the following aspects of the MTR: design of an analytical framework; focus group reporting; review of institutions, provincial and district strategies, legislation, mass awareness,

resourcing the NCS and progress and impact of a sample of NCS projects; and other items that may be of concern.

3. Prior to the field visit, review relevant background materials on the NCS and reports submitted as part of the MTR.
4. Establish and maintain contact with other ERT members and help to prepare acceptable TOR for their activities under the MTR.
5. In cooperation with the MTR Coordinator and Head of IUCN Islamabad Office work out a detailed agenda for field visits and other activities within Pakistan related to the ERT visit.
6. Establish, in cooperation with other ERT members in advance of the field visit, the basis for international 'best-practice' comparisons to be used in the NCS MTR.
7. Take the lead in those aspects of the work related to overall strategies of sustainable development, and in the preparation of sections of the report related to general aspects of this theme.
8. Conduct interviews, participate in meetings, including the 2-day multisectoral workshop, and undertake visits to various parts of Pakistan as may be deemed appropriate during the course of the field visit.
9. Carry out the work described above in a fashion that will provide concise and practical recommendations for the future of the NCS and its management, responding to points 1-7 raised in the ERT TOR.

Terms of Reference – Dr. Stephan Bass (Team Member)

November 1999 – March 2000

General

The partners in Pakistan Environment Programme have prepared a TOR for the MTR of the Pakistan National Conservation Strategy and initiated a number of activities. The MTR is intended to provide stakeholders (government, civil society and supporting institutions) with the opportunity to assess the current situation and set the stage for any necessary mid-term corrections. Specifically the MTR will assess progress since the 1992 adoption of the NCS and, based on lessons learned, will draw conclusions and make recommendations on adjustments needed for the NCS and integrated strategic guidelines for sustainable development in Pakistan. The External Review Team, comprised of four members, will prepare a draft final report of the MTR and present it to a multisectoral workshop. Based on comments received at the workshop, a final report of the MTR will be submitted to the Ministry of Environment for wider circulation to stakeholders and further action.

The ERT will conduct its work from a combination of materials prepared in advance by the NCS MTR Team, from interviews and field visits in various areas of Pakistan, from review of documents of the NCS and other development efforts in Pakistan, through limited comparisons with ‘best-practice’ strategies in other countries, and from the individual experience of the ERT members. Background work and responses regarding the design and preliminary products arising from the advance work commissioned through IUCN-Pakistan will take place in the months prior to the ERT meetings. Team activities within Pakistan are scheduled for a three-week period during March - April 2000. It is anticipated that the final report will be produced by mid of April 2000.

The ERT members will work cooperatively to produce an integrated report. However, it is useful to draw upon the individual skills and background of each person in the conduct of the fieldwork and other activities. These individual TOR are provided as Annex 2 to the overall TOR for the ETR, which, in turn, are linked to the TOR for the MTR. These documents should be consulted for further details regarding the tasks.

Specific

1. This Team Member is responsible for assisting in the preparation of a satisfactory draft and final report for the MTR, with a lead role in the preparation of one or more sections, based upon agreement among the various team members.
2. In the period leading up to the field visit, review and comment upon materials received from the MTR Coordinator and Head of IUCN Islamabad related to the following aspects of the MTR: design of an analytical framework; focus group reporting; review of institutions, provincial and district strategies, legislation, mass awareness, resourcing the

NCS and progress and impact of a sample of NCS projects; and other items that may be of concern.

3. Prior to the field visit, review relevant background materials on the NCS and reports submitted as part of the MTR.
4. Respond to the Team Leader upon request regarding issues of design, organization, logistics, scheduling, information needs or other matters.
5. Establish, in cooperation with other ERT members in advance of the field visit, the basis for international 'best-practice' comparisons to be used in the NCS MTR and take a lead in suggestions related to natural resource and ecological themes.
6. Take the lead in those aspects of the work related to natural resource topics, biodiversity and in the preparation of sections of the report related to general aspects of these themes. Also to explore the nexus between an NCS and NSSDs.
7. Conduct interviews, participate in meetings, including the 2-day multisectoral workshop, and undertake visits to various parts of Pakistan as may be deemed appropriate during the course of the field visit.
8. Carry out the work described above in a fashion that will provide concise and practical recommendations for the future of the NCS and its management, responding to points 1-7 raised in the ERT TOR.

Terms of Reference – Dr. Aziz Bouzaher (Team Member)

November 1999 – March 2000

General

The partners in Pakistan Environment Programme have prepared a TOR for the MTR of the Pakistan National Conservation Strategy and initiated a number of activities. The MTR is intended to provide stakeholders (government, civil society and supporting institutions) with the opportunity to assess the current situation and set the stage for any necessary mid-term corrections. Specifically the MTR will assess progress since the 1992 adoption of the NCS and, based on lessons learned, will draw conclusions and make recommendations on adjustments needed for the NCS and integrated strategic guidelines for sustainable development in Pakistan. The External Review Team, comprised of four members, will prepare a draft final report of the MTR and present it to a multisectoral workshop. Based on comments received at the workshop, a final report of the MTR will be submitted to the Ministry of Environment for wider circulation to stakeholders and further action.

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1. This Team Member is responsible for assisting in the preparation of a satisfactory draft and final report for the MTR, with a lead role in the preparation of one or more sections, based upon agreement among the various team members.
2. In the period leading up to the field visit, review and comment upon materials received from the MTR Coordinator and Head of IUCN Islamabad related to the following aspects of the MTR: design of an analytical framework; focus group reporting; review of

institutions, provincial and district strategies, legislation, mass awareness, resourcing the NCS and progress and impact of a sample of NCS projects; and other items that may be of concern.

3. Prior to the field visit, review relevant background materials on the NCS and reports submitted as part of the MTR.
4. Respond to the Team Leader upon request regarding issues of design, organization, logistics, scheduling, information needs or other matters.
5. Establish, in cooperation with other ERT members in advance of the field visit, the basis for international 'best-practice' comparisons to be used in the NCS MTR and take a lead in suggestions related to pollution control, energy, urban issues, environmental assessment, institutional development and capacity building.
6. Take the lead in those aspects of the work noted under item 5 above and also on issues of foreign donor support and technical assistance, with special emphasis on Bank's perspective, and in the preparation of sections of the report related to general aspects of these themes.
7. Conduct interviews, participate in meetings, including the 2-day multisectoral workshop, and undertake visits to various parts of Pakistan as may be deemed appropriate during the course of the field visit.
8. Carry out the work described above in a fashion that will provide concise and practical recommendations for the future of the NCS and its management, responding to points 1-7 raised in the ERT TOR.

Terms of Reference – Dr. G.M. Samdani (Team Member)

November 1999 – March 2000

General

The partners in Pakistan Environment Programme have prepared a TOR for the MTR of the Pakistan National Conservation Strategy and initiated a number of activities. The MTR is intended to provide stakeholders (government, civil society and supporting institutions) with the opportunity to assess the current situation and set the stage for any necessary mid-term corrections. Specifically the MTR will assess progress since the 1992 adoption of the NCS and, based on lessons learned, will draw conclusions and make recommendations on adjustments needed for the NCS and integrated strategic guidelines for sustainable development in Pakistan. The External Review Team, comprised of four members, will prepare a draft final report of the MTR and present it to a multisectoral workshop. Based on comments received at the workshop, a final report of the MTR will be submitted to the Ministry of Environment for wider circulation to stakeholders and further action.

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Specific

1. This Team Member is responsible for assisting in the preparation of a satisfactory draft and final report for the MTR, with a lead role in the preparation of one or more sections, based upon agreement among the various team members.
2. In the period leading up to the field visit, review and comment upon materials received from the MTR Coordinator and Head of IUCN Islamabad related to the following aspects of the MTR: design of an analytical framework; focus group reporting; review of institutions, provincial and district strategies, legislation, mass awareness, resourcing the

NCS and progress and impact of a sample of NCS projects; and other items that may be of concern.

3. Prior to the field visit, review relevant background materials on the NCS and reports submitted as part of the MTR.
4. Respond to the Team Leader upon request regarding issues of design, organization, logistics, scheduling, information needs or other matters.
5. Establish, in cooperation with other ERT members in advance of the field visit, the basis for international 'best-practice' comparisons to be used in the NCS MTR and take a lead in suggestions related to the applicability of such comparisons to Pakistan, in the context of its development efforts.
6. Take the lead in those aspects of the work related to the social aspects of development, including matters related to population and cultural aspects, and to the economy in Pakistan, keeping in view the functioning of public sector and other related issues, and in the preparation of sections of the report related to general aspects of these themes.
7. Conduct interviews, participate in meetings, including the 2-day multisectoral workshop, and undertake visits to various parts of Pakistan as may be deemed appropriate during the course of the field visit.
8. Carry out the work described above in a fashion that will provide concise and practical recommendations for the future of the NCS and its management, responding to points 1-7 raised in the ERT TOR.