

Pakistan Environment Programme (PEP)

**Report of the
Internal Mid Term Review
February 1998
Results: Outputs and Outcomes**

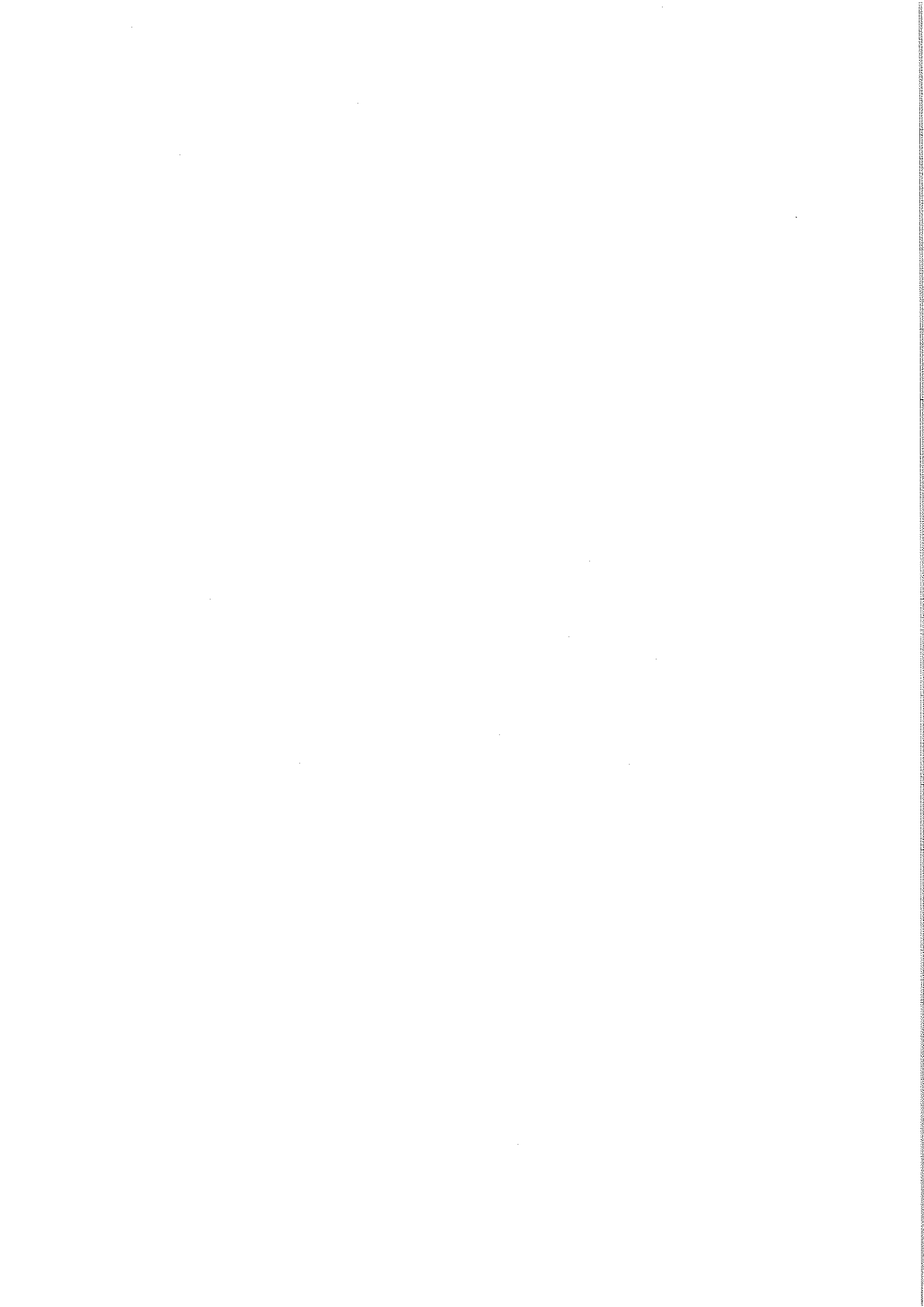
July 1994 – June 1997

IUCN – The World Conservation Union

**Environment Section
Planning and Development Division
Government of Pakistan**

Sustainable Development Policy Institute (SDPI)

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



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Pakistan Environment Programme (PEP)
July 1994 - June 1997
Consolidated Outcomes

Activities	Planned Outcomes	Achieved Outcomes
<p>IUCN</p> <p>Professional services, training, support and other work with a wide cross-section of government at national, provincial and local levels.</p> <p>Professional services, training, support, lobbying and advocacy with a broad range of civil society organizations in the media, the education sector, the legal and corporate sectors and the non-governmental sector</p> <p>Management and support services for IUCN, PEP Partner organizations and others involved in environmental issues.</p>	<p>A wide cross-section of new, stronger, proactive institutional allies (governmental, non-governmental, media, education and corporate sectors) and tools (legal, educational, popular) for building and maintaining momentum and broad public support for the environment</p> <p>2&3. New and more effective IUCN capacity (and the capacity of its Pakistan membership) to promote and carry out NCS and NCS related programmes effectively.</p>	<p>IUCN's capacity to introduce, to assist, to complement and to promote NCS development at national and provincial levels has been enormously strengthened in a variety of ways. This improved capacity has allowed IUCN to make major contributions to the initiation and development of conservation strategies in the NWFP, Balochistan and Northern Areas. It is now recognized as an important contributor to the successful involvement and capacity-building of the NGO communities in these provinces and in Sindh. It has been able to assist in the drafting of important provincial environmental legislation, and it has worked closely with ministries of education, teachers education colleges and other educational institutions to put the environment squarely in the main stream education. Its communications unit has not only publicized the NCS throughout Pakistan, it has worked with journalists and the media to ensure that the environment is not an overnight phenomenon, and that it is part of mainstream journalistic thinking and reporting.</p>
<p>Environment Section</p> <p>All activities of the Environment Section, including environmental policy formulation and review, preparation of 3-year rolling plans, mid-plan review of 5-year plans, annual planning, training, research, project screening, environment policy formulation, are affected and/or supported by PEP inputs (staff, technical assistance, training, equipment, travel).</p>	<p>Improved technical competence and effectiveness of the Section; growing capacity for policy formulation and review; for project screening; improved technical appraisals; greater efficiencies in management, reporting and documentation.</p> <p>Broader environmental understanding and acceptance on the part of other government agencies.</p>	<p>The Environment Section has been able to establish its identity and credibility at the federal level, particularly within the Planning and Development Division. The most important achievement of the section so far has been the institutionalization of environmental considerations in the planning process. As a result, it is now mandatory for all project planning documents (PC1), both at the federal and provincial levels, to include environmental considerations.</p>

Pakistan Environment Programme (PEP)
July 1994 – June 1997
Consolidated Outcomes

<p>NCS Unit</p> <p>Promotion and tracking of progress on NCS implementation; environmental policy planning and coordination with government agencies, NGOs and others; liaison with Parliament; project preparation and coordination, monitoring and evaluation; mass awareness programmes; environmental education.</p>	<p>New and/or improved, environment friendly policies and projects; increased donor funding for the environment; greater public support for environmental initiatives. Improved effectiveness of the Unit.</p>	<p>The NCS Unit has kept environment and NCS implementation higher on the national agenda, despite sagging national interest because of the transition of power from one political government to another, with an intervening period during which an interim government was in power. The unit has established itself as the focal point of coordination for all environmental initiatives at the federal level. Evidence of this is found in the increasing number of requests that the unit receives for its input on invariably all environmental initiatives, including major environment projects, policies and programmes. The unit has been able to exploit many of the available opportunities, particularly national and international events and days, to increase environmental awareness among politicians, civil servants and public at general.</p>
<p>SDPI</p> <p>Research, policy development, publications, dissemination, media interventions, conferences, seminars, advocacy, representation in government and NGO policy committees and fora.</p>	<p>An effective and viable institution capable of conducting relevant and effective independent research on sustainable development.</p> <p>Broad awareness of, and active support for sustainable development in academia, government, private sector, NGOs and the general public.</p> <p>Changes and improvements in environment and sustainable development policy in government, private and NGO sectors.</p>	<p>SDPI has developed a capacity for research analysis and policy debate involving government, academia, NGOs and the private sector, where essentially very little or none existed before. It has contributed to new space for intellectual and policy-related inquiry on sustainable development and environmental issues, helping to translate this into concrete action. PEP was largely responsible for the creation of SDPI, but the fact that PEP now represents a small proportion of SDPI's income is an indication of the organization's value to others, and of its sustainability.</p>

NCS Unit
Ministry of Environment, Local
Government and Rural Development

Outputs and Outcomes
July 1994 - June 1997

Outputs			Outcomes		
Activities	July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997	Planned Outcomes	Achieved Outcomes
POLICY PLANNING Coordination and promotion with other Ministries, exchanging advice Briefing policy planners and parliamentarians Coordination with PEPC for project approval Responding to Assembly questions Coordination with NGOs and other stockholders (media, industrialists, private sector)	Under separate support from CIDA, a comprehensive strategic plan of operations was finalised by the NCS Unit in May 1995, with the assistance of a consulting firm (MAS Associates) and the IUCN Strategies Support Unit. The plan provides clear and detailed information on the mission, objectives, and activities of the Unit, as well as the inputs required.	Conducted periodical evaluation and convened follow-up meetings for implementing the NCS Action Plan, Public Sector Development Programme (PSDP) and other NCS related projects being coordinated by it. Provided advice to the Pakistan Environmental Protection Council on the various environmental issues and supported its programmes including afforestation, conservation of Juniper forests and environmental	With employees recruited under PEP the capacity of NCS Unit was enhanced, which enabled the Unit to establish links with Ministries/Divisions like M/o Education, M/o Health, M/o Commerce, M/o Petroleum and Natural Resources, and Provincial Govts./line agencies/departments for promotion of NCS. In particular the M/o Education and M/o Health were consulted for chalking out Mass Awareness programmes. Further, with the help of M/o Education major attention was given to the visit of UNEP's advisor from Bangkok, who visited Pakistan in September 1996 to appraise a project for setting up a Teacher's Training Centre, about which the NCS Unit had initiated the discussion during the visit of DS(NCS) to Bangkok	NCS POLICY FORMULATION RELATED Recommendations reflected in - Budget text + allocations, legislation, directives of Prime Minister, Cabinet decisions, + PEPC decisions	Promotion of NCS by more rigorous contact with Ministries/Divisions and other units for creation of common goals among stakeholders. Creation of awareness of ISO14000 amongst manufacturers, traders, industrialist, and environmentalists. There was improved co-ordination and understanding between the NCS Unit and other institutions e.g. better understanding of the IUCN Education Unit's work in Karachi and Sindh led to the planning of a joint workshop on environmental education and mass awareness in

<p>NCS - Cabinet NCS Implementation Committee</p>		<p>communication and assisted it in organising its meetings and disseminating its decisions.</p> <p>Convened PEP-PAC and Bio-diversity Project PMC meetings to review and guide the implementation of PEP and the Bio-diversity project respectively.</p> <p>Participated in all PEP Partner's meetings.</p> <p>The NCS Unit has been involved in the decision of the Cabinet to promote the use of recycled paper in Government offices and private sector.</p> <p>Coordinated with the various public and private sector organizations and educational institutions on observing special days and events e.g, Earth Day (23rd April) and World</p>	<p>in July 1996.</p> <p>The unit organized a series of three workshops regarding the Introduction of ISO14000, one each at Islamabad, Lahore and Karachi for creating awareness amongst Industrialist, manufacturers, and traders. In this connection the unit selected and invited two International experts from overseas to conduct and familiarize the participants on ISO14000. For inviting the participants the collaboration of M/o Commerce and Federation of Pakistan Chambers of Commerce and Industry (FPCCI), and respective Environment Protection Agencies (EPAs) were got involved. Among others, Environmental experts and NGOs also participated. During the workshops written material was widely circulated among the participants. Prior to the workshop a Press conference was convened to solicit the support of press media for publicizing the workshop, as well as for introducing the subject of ISO14000. Thus, wide coverage in press about the holding of workshop in all three cities was ensured. Arrangement of video recording of the event was done, copies of which were made available to</p>	<p>Sept. 1996:</p> <p>There was good understanding on the part of the caretaker Government and the newly elected government following the Unit's briefings, and the mandate of the NCS Unit and PEP remained intact.</p>
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Environment Day (5th June) to highlight environmental issues and concerns.

Represented the Ministry of Environment, Urban Affairs, Forestry and Wildlife in the meetings of IUCN and partners.

all interested. As follow-up of the workshop, various ministries like Commerce, Industry & Production, Finance, and Planning were consulted for setting up a high level committee to develop an infrastructure and to facilitate adoption of ISO1400 by the industry. Later, a proposal was prepared and submitted to the Economic Coordination Committee of the Cabinet.

The Unit remained the Secretariat for Task Force on Environmental Education and Mass Awareness (EEMA) since its creation in 1995 which includes representatives of NGOs, media, environmental experts, educationalist and govt. representatives. In 1997 it was decided to abolish the Task Force and accordingly action was taken to notify the Task Force.

As a result of brain-storming in the meeting of Task Force on Environmental Education and Mass Awareness, it was decided to plan a joint workshop on Environmental Education and Mass Awareness. Accordingly, Education Unit of IUCN prepared a detail program which was discussed in the meeting of task force.

<p>2. PROJECT IDENTIFICATION AND PREPARATION</p> <p>Setting out priorities and identification of projects in coordination with Ministries, Provincial Govt., Agencies and NGOs.</p> <p>Assistance in preparation of projects</p> <p>Approval of projects in coordination with Environment Section</p> <p>Seek out donors through EAD (workshops, seminars, briefings)</p>	<p>The Unit also played an important role in promoting and coordinating several large-scale, environmental projects. These included: the World Bank-funded Environmental Protection and Natural Resources Conservation (EPRC) Project; the GEF/UNDP-funded Maintaining Biodiversity with Rural Community Development Project; the EC-funded Uplands Rehabilitation Project; and the Implementation of the NCS Project, funded by the Asian Development Bank. In addition, the Unit monitored the development, approval status and implementation of the</p>	<p>The NCS Unit has been coordinating and monitoring progress of some important environmental projects including Kasur Tanneries Project, Juniper Forest, Conservation Project, Bio-diversity Project. The success of efforts on the Kasur Tanneries Project are worthy of special mention as the construction work has started, and much headway has been made in the selection of international management consultants to supervise and</p>	<p>Extensive briefings were arranged for the Caretaker Government and the new Ministers about various activities of the Ministry in general and the NCS Unit in particular. The NCS Unit has also been participating in similar briefings for the Standing Committees of the National Assembly and the Senate.</p> <p>Project Planning and Monitoring Specialists was recruited in January 1997, and the activities streamlined.</p> <p>With the increased capacity the Unit embarked on the preparation of lists of all projects/schemes in/or under implementation by the Federal and Provincial Govt.'s, Ministries, Division, EPAs etc. This was to keep track of NCS implementation so far made.</p> <p>The unit helped the Ministry to review and monitor the projects included in the Public Sector Development Programme (PSDP) 1996-97.</p> <p>Guidance given to the related officers of the Ministry in terms of Logical Framework Analysis (LFA) to constantly review and</p>	<p>PROJECTS APPROVED AND INCLUDED IN NATIONAL ANNUAL & 5 YR PLANS # funded, implemented vs. Not reviewed) Projects donor funded vs. Internal Reasons for disapproval</p> <p>PROJECT TARGETS MET Efficient flow and utilization of funds Objectives in project document accomplished</p>	<p>If the Kasur project goes ahead, it would have a long term positive impact on the community's health;</p> <p>ADB - a proposal outlining ADB's technical and financial support is going through the approval process;</p> <p>EPRC - the procedure for payment to international consultants was standardized; as a result, resources are being utilized more efficiently, and consultants are being paid on time, as per their agreed terms and conditions;</p> <p>The review meetings were useful to:</p>
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<p>3. PROJECT COORDINATION</p> <p>Streamlining procedures for disbursement of funds/disburse funds</p> <p>Coordinate with Monitoring & Evaluation Wing of Planning Division</p> <p>Donor meetings</p> <p>NGOs meetings</p>	<p>projects listed in the NCS Plan of Action. An "NCS Project Portfolio" has also been developed, and presented both formally and informally to the donor community.</p> <p>The Unit has also provided assistance to E&UAD in various programmes and activities, such as printing of environmental materials, the Ziarat forests project, and the afforestation campaign.</p>	<p>monitor the project.</p> <p>The implementation of the World Bank funded Environmental Protection and Resource Conservation (EPRC) Project has been coordinated with the World Bank, and the federal and provincial agencies, who are managing its different components. Some consultants came on board under the EPRC Project and the remaining will join in soon. The mid-term review mission was coordinated. The mission's feedback on progress of all components was positive.</p> <p>Two workshops were organized by the consultants in association with the NCS Unit under the Technical Assistance grant from the Asian Development Bank for implementation of NCS.</p> <p>NGO projects were</p>	<p>monitor projects internally.</p> <p>Development of a proposal of pilot project for detoxification of the tanneries community of Kasur, in consultation with Ministry of Health. The project is being supported by the M/o Health as far as technical aspects are concerned. The GoPunjab has been approached to examine the project and incorporate into the revised PC-1;</p> <p>Detailed meetings with ADB's Programme Confirmation Mission to seek technical assistance and share in the Bank's lending programme; participated in the meeting in Economic Affairs Division in this connection.</p> <p>NCS Unit co-ordinated to ensure that the international and local consultants under World Bank funded EPRC project are set on board after getting the CV's approved from the Project Directors/ competent authority. Concerted efforts were made to ensure that the most appropriate consultants, as agreed in the contract with a consortium of consultants namely M/s DHV Consultants, are set on board.</p>	<p>Identify the bottlenecks and trouble spots;</p> <p>Determine the quality of work and the standards applied;</p> <p>Improve co-ordination for more effective project implementation;</p> <p>Enhance the NCS Unit's outreach to various government departments and donors.</p>
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		<p>reviewed for funding from the NGO Fund and a meeting of NGO Fund Management Committee was organised. Funds were released to NGO for implementing the project and progress reports were evaluated.</p> <p>Several meetings with donor agencies and Economic Affairs Division were participated by the officers of the NCS Unit to promote foreign funding of NCS related projects.</p>	<p>Constant and regular supervision and meetings with M/s DHV-Consultants, a consortium of consultants firms, to ensure that all expatriate and local consultants under Environment Protection and Resource Conservation Project (EPRCP) should perform their assignments according to the schedule.</p> <p>Timely submission of inception reports and final reports by the consultants under EPRCP.</p> <p>Convened one meeting of the Project Steering Committee of EC-funded Environmental Rehabilitation project;</p> <p>Invoices of International Consultants under World Bank-funded (Environmental Protection and Resource Conservation) scrutinized and procedures streamlined for disbursement/payment. Part of payments to consultants were made;</p> <p>Increased capacity of the Unit through PEP enhanced its ability to participate in various government meetings and donor activities;</p>		
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		<p>Convened two meetings of the project Co-ordination Committee of EPRC and four meetings of the PEP Advisory Committee (PAC);</p> <p>Convened three meetings to review progress of Kasur Tanneries Pollution Project and attended three meetings in Lahore and Kasur;</p> <p>The World Bank Supervisory Mission for EPRC visited Pakistan to review the sub-projects. The NCS Unit coordinated the visit of the Mission and organized wrap-up meeting. Follow-up actions on the Missions report are being pursued;</p> <p>Convened two meetings with the Project Team of ADB-funded TA project for the implementation of NCS;</p> <p>The final workshop for the ADB funded TA project was arranged in Islamabad;</p> <p>Reports of the above said project were received and examined;</p> <p>Agreement between GoP and the European Union for the Environment Rehabilitation Projects in NWFP and Punjab</p>			

			<p>signed. The Project's review meeting organized in January 1997;</p> <p>Briefing on the progress of the Kasur Tanneries Project was given to the new Ministers, and MNA from Kasur;</p> <p>Planned and co-ordinated with the World Bank to have a Study on Mitigation of air quality by re-formulation of fuel. As preparatory step, a two-day workshop will be arranged in Aug 97, for which a Steering Committee was constituted. Three meetings of the Steering Committee were convened to draw up programme and other details of workshop.</p>		
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<p>4. NGO SECTOR</p> <p>General Liaison with NGOs Advice to the Ministry on NGOs</p> <p>Identification of areas for joint collaboration</p> <p>Provision of information to NGOs (Published material, workshops)</p>	<p>Other important activities during the year included: management of the NGO Fund; awareness raising through the media, essay competitions, posters, and the distribution of printed material; and the provision of support to environmental clubs in educational institutions.</p>	<p>The NGO Specialist was recruited in September 1996. Liaison with NGOs was initiated to promote schemes in the field of Environment.</p> <p>The NGO Fund was the responsibility of the NCS Unit, but because of insufficient manpower, the Unit could not manage it and it was transferred. When the NGO specialist was recruited in September, he was able to begin providing services to the Section.</p> <p>Developed Logical Framework Analysis (LFA) for monitoring the NGO projects funded by the Ministry of Environment, Local Government and Rural Development;</p> <p>Visited four NGO project sites funded by the M/o ELG&RD and reviewed their progress reports for future funding;</p> <p>On the auspicious day of World Environment Day on 5th June, 1997 the NCS Unit identified PIEDAR; an Islamabad based NGO, working in the field of environmental education, with whom a joint programme of skits, debates, songs, and poster/drawing competition was organized amongst the schools of Islamabad/Rawalpindi. Two private sector firms were identified to cooperate with the NCS Unit for providing financial assistance to support the programme. The Minister for Environment presided over the function. Wide publicity was arranged in the press to cover the function in both electronic and press media.</p> <p>With increased capacity, there was intensified interaction with NGOs-the IUCN-Education Unit, WWF's Communication & Education Unit, PIEDAR, Sungi, SCOPE etc. for mass</p>	<p>INCREASED COLLABORATION WITH THE GOVERNMENTAL SECTOR</p> <p>Improved results in NCS Unit media campaigns</p> <p>Better informed NGOs</p> <p>Better informed Ministry</p>	<p>Better cooperation with NGOs and promotion of NCS and its implementation.</p>
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			<p>awareness and environmental education.</p> <p>Database of environment related NGOs has been prepared.</p> <p>Regular interface with NGOs were establish for promotion of NCS resulting to and from NGOs office in Islamabad.</p> <p>Participate in the functions organized by NGOs.</p>		
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<p>5. PROJECT M&E</p> <p>Inspection of projects</p> <p>Review progress of implementation</p> <p>Tracking results</p> <p>Reporting Recommendations for improvements</p>	<p>Felt the need and conceived a comprehensive Strategy for Mass Environmental Awareness and Education. In this connection, prior to actual development, number of workshops of key organizations involved directly or indirectly in environment were held in Islamabad and Karachi. The Strategy was then developed with the help of expatriate consultant hired under the World Bank assisted Environmental Protection and Resource Conservation (EPRC) project.</p> <p>Awareness campaigns have been undertaken on a regular basis through the print and electronic media by arranging panel discussions and speech contests amongst the youth. TV spots on environmental issues like afforestation, HABITAT-II Conference, vehicular and industrial emissions, garbage disposal, fresh water and marine pollution, hazards of plastic</p>	<p>Convened two meetings of Technical Experts to determine the validity and reliability of the data collected by the project team of ADB's TA mission;</p> <p>Major effort involved in convening 2nd and 3rd federal workshops to review the progress of ADB-funded TA project for implementation of the NCS. The project team, provincial EPA's and technical experts participated in the workshop;</p> <p>Several review meetings to monitor and review the impact of Juniper Forests Protection Project in Ziarat, Baluchistan were held and efforts were made with M/s Wak Gas (Pvt) Ltd., Sui Southern Gas Ltd., and WAPDA, the later two who finance the project to ensure regular supply of LPG gas cylinder in the area to dissuade residents of Ziarat from using juniper tree for fuel wood and timber purpose.</p> <p>Asian Development Bank (ADB) under a technical assistance programme undertook to prepare the following four studies:</p> <p>Pollution & Monitoring Survey of the River Ravi.</p> <p>Cleanup of the Kabul River System, Phase-II</p> <p>Quetta Environmental Enhancement Project.</p> <p>The Environmental Assessment of Factory Emissions in the Industrial Area, of Kotri, Jamshoro & Hyderabad.</p> <p>The NCS Unit circulated the reports/studies to all concerned for comments and review them for finalization.</p>	<p>PROJECT IMPROVEMENT</p> <p>Remedial measures adopted</p> <p>Changes/improvements in direction</p>	<p>ADB; direction, guidance and major changes to the work of the project team in the production of four pre-feasibility studies, one in each province;</p> <p>The concerns about the Juniper Forest Project were removed. The outcome of the project has resulted into decreased pressure on cutting of Juniper Trees.</p> <p>Kasur Project; time and resources were saved;</p> <p>Monitoring visits enabled the Unit to have a better understanding of the capacity of selected NGOs and of ongoing projects of selected NGOs. This may lead to better selectivity in choice of NGOs/projects.</p>
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		<p>bags etc. were developed and screened on Pakistan Television Corporation (PTV) and Shalimar Television Network (STN) channels. Programmes and spots on environmental issues were also broadcast from eight radio stations. The representatives of NCS Unit/ Ministry participated in the various inter-active talk shows arranged by PTV and Pakistan Broadcasting Corporation (PBC), addressing environmental issues and concerns. The Unit also produced & arranged the telecast and broadcast of celebrity endorses, highlighting environmental issues.</p> <p>As part of the communication campaign for creating and raising mass awareness for environmental issues and concerns, NCS Unit held a series of workshops. A one-day workshop of enlightened people from</p>	<p>The Unit organized a review of Kasur Tanneries Pollution Control Project. The proposal to hire an International Management Consultant Firm, which was delaying the implementation of project, was dropped. The issue was discussed in a meeting chaired by the care taker Minister for Environment. All necessary information and documentation were prepared.</p> <p>Attended various meetings of the steering committee and Kasur Tanneries Management Association at Lahore.</p> <p>Convened review meeting of Public Sector Development Programme to examine funds utilization and bottlenecks in projects implementation.</p>		
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		<p>media, focusing on problems of water pollution and contamination and its ill effects on health was arranged by the NCS Unit in Islamabad on 30th May, 1996. After detailed discussion and indepth analysis of the problem the working group developed the contents of the messages to be disseminated through the various communication channels and the tools to be used.</p> <p>Appealed to the general public through PTV and print media to motivate them to properly dispose of offals of sacrificial animals on the occasion of Eid-ul-Azha.</p> <p>As an incentive some of the schools and training institutions were given monetary assistance to set up environmental clubs. Encouraged some of the schools to undertake activities such as poster making, essay writing, declamation contests, afforestation, cleanliness, recycling of wastes and regular publishing of newsletters covering their activities.</p> <p>With a view to streamline the ongoing communication thrust, the decision of establishing a Task Force on Environmental Education and Mass Awareness has been taken. The NCS Unit</p>			
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<p>6. MASS AWARENESS</p> <p>Encouragement of coordination of Environment Clubs + Voluntary Environment Corps.</p> <p>Media Campaigns</p> <p>Interpersonal Contacts (Religious Community)</p>		<p>is the secretariat for the Task Force. In this connection, the first meeting of the Task Force was convened and some decisions implemented.</p> <p>Published wall and table calendars with prints of paintings of children who had competed in the all-Pakistan poster competition held previously by the NCS Unit. Also published stickers to promote HABITAT-II Conference theme and other themes.</p> <p>Arranged publication of special newspaper supplements in leading national dailies, on the occasion of Earth Day and World Environment Day.</p> <p>Initiated action to develop and register Voluntary Environmental Corps at the provincial and federal levels for community participation in environmental efforts.</p>	<p>Guidance and material given to NGOs and educational institution for setting up environment clubs through mailings and direct contact;</p> <p>Briefing sessions and several informal sessions held with media persons to brief them about water pollution, vehicular pollution and ISO-14000;</p> <p>Transparent selection process undertaken to select the advertising agencies to carry forth the mass awareness campaigns for the problem of water pollution and health hazards associated with contaminated drinking</p>	<p>GREATER AWARENESS AND ATTITUDES</p> <p># of Environmental Clubs setup and operational</p> <p># of Env. Volunteers registered</p> <p>Evidence of Media Campaign reception (Survey with sampling) ex. lady health visitors to collect data w/some baseline data</p>	<p>The overall expected outcome is greater public awareness. But at present, finding indicators of success is difficult. Attention will have to be paid in the near future to the development of performance measurement;</p> <p>The unit engaged a mass awareness consultant to develop an M&E plan for media campaigns;</p> <p>Increased activities of environment clubs and better understanding of environmental</p>
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	<p>water. Necessary actions were also taken to prepare campaign for controlling vehicular emissions. This involves the following.</p> <p>Identification of Islamabad based advertising agencies through Press Information Department of M/o Information and Media Development.</p> <p>Invitation to the Islamabad based advertising agencies to participate and present their art work/material for selection.</p> <p>Developing criteria for selection.</p> <p>Constituting a committee to select the advertising agency/agencies.</p> <p>Convening meetings of the selection committee.</p> <p>Selection of technical proposals.</p> <p>Giving guidance to the selected advertising agencies to improve and finalize their material.</p> <p>Getting approval of the completed of the competent authority of final material.</p> <p>Preparation of schedule of advertisement in TV and Radio.</p> <p>Selection of newspapers.</p> <p>Preparation of schedule in the press including size, position, dates and frequency of advertisement in the newspapers.</p> <p>Meeting to ensure that the campaign in the press, TV and Radio is according to the schedule.</p> <p>Giving guidance to selected advertising</p>	<p>collected.</p> <p>Evidence of message reception with opinion leaders + target audiences</p>	<p>concerns;</p> <p>Messages have been conveyed to broad target audience in rural and urban areas. One indicator of success is the excellent response in the form of 1,500 entries in English and Urdu in the nation wide essay competition and increased level of attendance in the functions on environment and complaints on various pollution issues received in the Federal and Provincial EPAs.</p>
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			<p>agency to improve and finalize the designs of the posters, stickers, brochures, leaflets for various campaigns.</p> <p>Getting the above mentioned material printed from the advertising agencies. Identification and preparation of lists of relevant agencies for wide distribution/dissemination of printed material.</p> <p>Wide distribution of the above said material.</p> <p>Follow up with concerned agencies to ensure proper affixing and further distribution to ensure that the message gets to the right quarters effectively.</p> <p>Informal evaluation of campaigns.</p> <p>Vehicular pollution control working group set up to develop the content of mass awareness campaign messages and to adopt the multipronged approach to the problem. Three meetings of the working group were held in the reporting period. The unit organized and actively participated in all the meetings;</p> <p>Advertisements released in various National dailies during the monsoon tree plantation;</p> <p>An essay competition was announced for school children of all age groups. The competition was organized in the lush grounds and cool shades of Marghazar Zoological Gardens, Islamabad. Enthusiastic participants of all age group from Islamabad and Rawalpindi participated. The collaboration of Pakistan National Council of the Arts (PNCA) was obtained for, them to evaluate the paintings of the participants. Certificates were distributed to all participants and</p>		
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prizes were given to the winners of the competition. Wide publicity of the function was arranged on TV/Press.

On World Literacy Day, Sept 8, 1996 a literacy mela was organized by Prime Minister's Literacy Commission (PMLC) at Rose and Jasmine Gardens, Islamabad. NCS Unit along with the joint efforts of Federal EPA, NGOs, Pakistan Forest Institute (PFI) Peshawar participated in the mela by setting up a stall to exhibit environmental posters/education material and the various activities. Different activities involved the following:

An Islamabad based advertising agency was asked to especially prepare eight posters to be displayed at the stall.

Stickers were printed for dissemination among the general public. Children books on environment were also distributed among the visiting children.

For information of general public an on-site demonstration of an electronic gadget by Federal EPA to measure the quality of vehicular emissions was done.

Pakistan Forest Institute (PFI), Peshawar exhibited some famous species of tree and plants along with related information.

An Environmental quiz for the school children was organized. Participants were given a sheet containing simple questions regarding environment. Every participant was presented with books/comic on environment, and the names of the successful children were entered in a draw and were given prizes later in the evening. The activity resulted in huge turn-over of enthusiastic children at the stall.

			<p>-In order to befittingly celebrate World Environment Day on 5th June, 1997. The unit undertook the following:</p> <p>A Skit Competition was organized where children from five different schools presented their items on various themes like, Hazards on Smoking on Environment and Health, Importance of Trees in Environmental Protection, Literacy and Drug Abuse.</p> <p>Environmental songs were presented by the children.</p> <p>A declamation contest mainly focusing on action oriented solution was arranged by the young children.</p> <p>A live talk-show in the contest of the World Environment Day was televised in the PTV's morning transmissions "Savaray Savaray". The Minister EL&RD was the guest speaker on the occasion. The Minister highlighted the importance of the World Environment Day in the contexts of the Environmental Issues and concerns. The elaboration was also on the role of the Ministry for providing quality health through a clean and healthy environment with the active involvement and support of the community at the grass-root level.</p> <p>A fifteen minute documentary on environment was telecasted during the PTV's programs on the World Environment Day.</p> <p>PTV-2 (ETV) telecasted a half-an-hour program on the water pollution issues under the title "Mahulfat", alongwith four different short duration spots.</p> <p>Network Television Marketing (Pvt) Ltd telecasted various programs and documentaries both in Urdu and in an English ranging from 5 to 58 minute</p>		
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<p>7. ENVIRONMENTAL EDU</p> <p>Collaboration with M/o Edu. + other institutions for Environmental curricula</p> <p>Proposal to setup teacher training center (with M/o Edu)</p> <p>Workshops and meetings</p>		<p>The Ministry of Education has been advised to take several steps to introduce environment as an inter-disciplinary or/and multi-disciplinary subject in universities, colleges and schools. At the behest of this Ministry, the Ministry of Education has allocated 10-15 marks to environment related questions in the subject of General Sciences in secondary school (Matric) examination and higher secondary (intermediate) examination.</p> <p>The NCS Unit in collaboration with the Ministry of Education, has identified a training institute to be upgraded into a Teachers Training Centre of Excellence for training teachers</p>	<p>duration.</p> <p>In all major cities of the country walks were arranged by the provincial EPA's and NGO's etc.</p> <p>A strong delegation of members of IUCN, M/o EL&RD, EPA and major NGO's was constituted to participate in an International Workshop on Environmental Education and Mass Awareness in Bangkok jointly convened by IUCN and UNEP in July 1996. The presence of Pakistan delegation was largely felt. Each participating organization then prepared proposals stemming from the recommendations of the workshop.</p> <p>Setting up of the Task Force, election of the Chairperson and development of TORs for Task Force.</p> <p>Preparation of agenda for the meetings of Task Force.</p> <p>Distribution of minutes.</p> <p>Implementation of recommendations of Task Force.</p> <p>Follow up of the decisions of the Task Force.</p>	<p>INCREASE IN ACTIVITY IN AREA OF ENV. EDU.</p> <p>Proposals funded + implemented</p> <p>Depts. opened Courses, curricula</p> <p>STRENGTHENED NCS</p> <p>Approval of changes</p> <p>Budgetary allocation</p> <p>Revisions undertaken</p> <p>IMPROVED FEDERAL PROVINCIAL COORDINATION</p> <p>Absence of duplication, contradiction, and gaps.</p>	<ul style="list-style-type: none"> Improved liaison and linkages with professionals and experts. The overall result is reflected by a synergic input of the members in environmental awareness and education programmes, policies and activities.
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		<p>in the field of environment, initially at the national level, later on to be expanded to Asia-Pacific Regional level.</p> <p>Some re-nowned writers and poets like Anwar Masood and Khalil Ahmad Qureshi have compiled useful material for students. This will encourage other authors to write books on environment.</p>			
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<p>8. NCS PROMOTION, REVIEW AND M&E</p> <p>Tracking results</p> <p>Dev. monitoring sys</p> <p>Reporting</p> <p>Provincial Conservation Strategies</p> <p>Recommendations for improvements</p>	<p>The NCS Unit assessed the need for additional professional and support staff for enhancing the capacity of the Unit to implement the objectives of PEP. An ad was given in the newspapers to invite applications, which were short-listed and interviews/tests were held - all with the help of IUCN. The recruitment process has been completed and most of the selected persons have joined. The list is given in Annex 8.</p>	<p>All groundwork for recruitment of staff (i.e. remuneration, TORs etc.) completed; the majority of technical and support staff under PEP are now recruited and/or on board;</p> <p>Disbursement of salaries and procedures streamlined after being transferred from IUCN to the NCS Unit;</p> <p>Budget estimates prepared for NCS Unit and other projects handled by NCS Unit for 1996-97;</p> <p>procurement made under PEP and GOP budget;</p> <p>Reports submitted and briefing given to caretaker Minister/ Minister;</p> <p>HRD: One section officer of the NCS Unit attended a 40 day training programme on Urban Water Supply and Waste Water Management in Sweden, sponsored by SIDA;</p> <p>Deputy Secretary NCS Unit participated in a workshop on Environment Awareness and Education in Bangkok, sponsored by UNESCO & IUCN;</p> <p>Secretary and Section Officer Training, Ministry of Environment, and Deputy Secretary, and IEC Specialist; NCS Unit participated in the World Conservation Congress in Montreal, Canada;</p> <p>One month Office Automation Software Computer Training was imparted by the Database Manager to the staff of NCS Unit.</p>	<p>STRENGTHENED</p> <p>NCS</p> <p>Approval of changes</p> <p>Budgetary allocation</p> <p>Revisions undertaken</p>	<p>Better equipped and improved capacity of the NCS Unit;</p> <p>Structure and function of the Unit streamlined;</p> <p>NCS Unit activities are more transparent and the unit has gained the confidence of the competent authorities; international contacts and liaison established through attendance at the international workshops.</p>
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<p>9. INTERNAL ADMINISTRATION (GOP + PEPJ/HRD Personnel and financial administration Budget Preparation Procurement Reporting to accountability authorities (PAC, PM, AGP)</p>	<p>Three staff members of the Unit (the Joint Secretary, the Deputy Secretary and a Section Officer) received training abroad in environment-related subjects during the year. They also represented the Unit in a number of international seminars and workshops.</p>	<p>The Joint Secretary (NCS) visited Japan twice in the year, attending the workshops of Environmental Congress organised by Japan Government. Other officers of the Unit also participated in the various environment related activities abroad.</p> <p>The Officers of the NCS Unit actively participated in the workshops of CPO/CIDA to develop Performance Indicators Tracking Systems (PITS) for the NCS Unit.</p>			
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**Environment Section
Planning and Development Division
Government of Pakistan**

Outputs and Outcomes

July 1994 - June 1997

Activities	Outputs			Outcomes	
	July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997	Planned Outcomes	Achieved Outcomes
All activities of the Environment Section including environmental policy formulation review, preparation and review of five years plans, preparation of three years rolling plans, annual plans, public sector development programme, project screening, coordination with other federal, provincial and non-governmental agencies, NCS coordination, training, research, workshops and seminars are affected and/or supported by PEP inputs (staff, technical assistance, training, equipment, travel etc.)	The following proposals have been processed for obtaining the concept clearance: Energy Efficiency Improvement Programme. Development of Environmental Impact Assessment expertise in N.W.F.P. Procurement of vehicles for transportation of refuse to improve environmental condition of Quetta city. Bio-technological treatment of Industrial Effluent of Pakistan.	The Section gave its inputs in the following documents of the P&D Division to incorporate environmental considerations:- Review of the 8th Five Year Plan (1993-96). 3 Year Rolling Plan (1995-96 to 1997-98). Port-folio of Aid Worthy Projects: a district-wise port-folio of development projects. Final working Paper for Public Sector Development Programme 1996-97. Annual Plan 1996-97.	The formulation and review of environmental policy is a continuous activity that depends on periodic inputs from the implement-ing agencies, and the lessons learnt from the shortfalls and bottlenecks. Preliminary information gathering for the review exercise was initiated and various ministries, divisions, provincial departments and agencies were approached. Previous policies on Environment were reviewed and the programmes were evaluated to search out the bottlenecks and shortfalls which may have hampered plan implementation during the	Improved technical competence and effectiveness of the Section; growing capacity for policy formulation and review; for project screening; improved technical appraisals; greater efficiencies in management, reporting and documentation. Broader environmental understanding and acceptance on the part of other government agencies.	A wealth of information is now being collected for analysis and interpretation. The results of this exercise will influence the process and content of environmental policy formulation. The sub-Group Reports were collected to prepare a consolidated Report on the environment and make recommendations for taking necessary policy decisions and projections for undertaking programmes during the 9th plan period. The achievements,

<p>All PEP related activities not covered under PEP support.</p>	<p>Technical Assistance for Implementation of National Conservation Strategy.</p> <p>Re-cycling of Organic Waste in Agriculture.</p> <p>Environment Education Programme in Punjab.</p> <p>Improvement of Environmental condition at Landhi Cattle Colony, Karachi.</p> <p>Sarhad Provincial Conservation Strategy to implementation.</p> <p>Resources Management in refugees affected areas in NWFP.</p> <p>Following Projects were appraised by Environment Section and processed for seeking approval from CDWP/ECNEC.</p> <p>Dir Kohistan upland re-habilitation and development project in NWFP.</p>	<p>Through-forward for 1996-97.</p> <p>The following projects were appraised by the Environment Section and were processed for approval by the CCC/CDWP/ECNEC:-</p> <p>Harbour Pollution Management at Karachi.</p> <p>Fuel Efficiency in road Transport Sector.</p> <p>Cultivation of Neem in Sindh Province.</p> <p>Establishment of Forest Nurseries on 6,000 acres in different parts of the country.</p> <p>Environmental Management Master Study for Pakistan.</p> <p>Development of Sandy Desert of Pakistan in Collaboration with Turkmanistan (included project development by the Environment Section).</p> <p>Development of Capital Park in Sector F-9, Islamabad (the project</p>	<p>8th plan.</p> <p>A five year plan plays important role in the implementation of the policy and programmes for techno-economical, socio-cultural uplift.</p> <p>Working Groups were constituted to consider different aspects of environment. The Working Groups held their meetings and finalized their Reports.</p> <p>After approval of the PSDP by the National Economic Council, a sectoral chapter was prepared including major activities undertaken during the financial year 1996-97 and projected activities for 1997-98 along with financial requirements and physical targets.</p> <p>A detailed Annual Plan 1996-97 containing detailed review of the each activity undertaken in the previous year and the projected programmes with financial requirements during the current financial year was</p>		<p>physical targets and projections feed into the annual planning process for overcoming the shortfalls and bottlenecks in the preceding period.</p> <p>A detailed Annual Plan provides a conducive environment in understanding of the programmes being run at the federal and provincial levels and help in improving to effectiveness and efficiency of the ongoing projects and programmes. It also helps in initiating collaborative projections of the ongoing projects and programmes of similar nature.</p> <p>The appraised projects have been scrutinized from the environmental point of view and any draw-backs or missing of environmental considerations have been recommended for inclusion in the project proposals. About 3 projects and 2 concept clearance proposals</p>
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<p>Natural Resources Conservation in Galliat. Murree Kahuta, Kotli Sattian Tehsils Upland Rehabilitation and Development Project. Maintaining Biodiversity in Pakistan with Rural Community Development. Watershed Planning and Management project Balochistan. Environment Protection Plan through Forestation of Rachna Doab. Bio-technological treatment of Industrial Effluent(textile, leather and Petroleum Industries of Pakistan). The Detailed Annual Plan 1994-95 containing review of the financial and physical programme of Environment Sector during the 1993-94 period and development programme for 1994-95 had been prepared</p>	<p>was processed for consideration of CDWP but was deferred). Environment Section has procured vehicles, office equipments and furniture according to its requirements. The process for contracting an EIA Specialist and a Natural Resource Specialist has been completed. The selected candidates are expected to join in July, 1996. A Computer Operator (female) has been contracted for the to support the Section to monitor PEP, use PITS and for sharing other work of the Section. Preparatory work for holding an international workshop on "Technologies and Strategies for Industrial Pollution Prevention" in collaboration with an NGO namely "Hum Ahung" was undertaken but did not proceed further as the collaborating NGO did not contribute their share.</p>	<p>prepared to help overcome the bottlenecks encountered during the last year. 80 projects were processed for approval from competent fora (DDWP, CCC, CDWP, ECNEC); 17 projects for Concept Clearance Committee, 18 projects for the Central Working Party (CDWP) and 47 projects, of the other sectors, were examined for environmental considerations. The Environment Protection and Resource Conservation (EPRC) programme, Tarbela Watershed Management Programme, Biodiversity and Deforestation Programmes were the priority programmes for the Section in the context of NCS implementation. The Section provided numerous technical inputs to different Ministries and Provincial Governments in the implementation of the</p>	<p>were recommended environmental considerations. The pace of NCS implementation and PEP implementation was maintained and would grow further. not lacking</p>
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<p>and supplied to Plan Coordination Section.</p>	<p>3 year Rolling Plan in respect of Environment Sector in consultation with other Federal Ministries/Divisions was finalized.</p> <p>Regarding PSDP 1995-96, the concerned Ministries, Provincial Governments and Agencies were requested for providing Budget estimates for finalizing Public Sector Development Programme 1995-96.</p> <p>Based on information supplied by concerned quarters, the Working Paper for final consideration by Priority Committees was prepared and the PSDP 1995-96 has been finalized, accordingly.</p> <p>Sector Chapter in respect of Environment Sector for Annual Plan with the consultation of Ministries/Divisions was prepared and submitted to Plan Coordination for publication.</p>	<p>Environment Section planned to undertake the following research studies under PEP and has developed proposals for the purpose. However, the work will start after receiving the technical and financial bids from the various consultants/organizations.</p> <p>Study on solid waste management with the involvement in low income urban areas</p> <p>Study on assessment of hospital waste disposal practices in Rawalpindi/Islamabad and their potential environmental consequences.</p> <p>The Chief of Environment Section attended the 5th International Seminar on Environmental Management held in June, 1996 in Halifax Canada.</p> <p>The Environment Section went through a</p>	<p>NCS.</p> <p>The Environment Section regularly participated in the PEP Partners and PEP Project Advisory Committee meetings.</p> <p>The Section asked Ministry of Environment, Local Government & Rural Development and Provincial Environment Departments to launch campaigns against vehicular exhaust. One such was conducted in Islamabad by the Federal EPA whereas the Provincial Departments have assured action.</p> <p>As per charter of the Planning Commission, the Environment Section collaborated and coordinated with the other Federal Ministries, Provincial Governments and Non-Governmental Organizations in connection with implementation of development policies, etc.</p> <p>Necessary guidance was given to the different agencies for inclusion of the environment</p>		<p>Broad based collaboration and coordination resulted in better understanding of the Environment Section's work within the government as well as with the organizations of the NGO sector.</p>
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	<p>The list of Aidworthy projects relevant to Environment Sector has been updated and forwarded to the Programming Section.</p> <p>During the period District-wise Profiles of Development Projects in respect of Environment Sector in consultation with concerned Federal Ministries/Divisions and Provincial Governments were completed and forwarded to Programming Section.</p> <p>In pursuance of Cabinet Division, a Cabinet Committee was constituted to review Impact of Climate Change in Pakistan and to develop a response strategy. Later, a comprehensive Working Paper for its First meeting was finalized, held on 27th March, 1995. As a result, 7 Sub Committees have been set-up, which have started their assigned works.</p>	<p>RBM matrices and annual work planning exercise with the help of CIDA consultant Bernad Woods and Imtiaz Alvi of IUCNP.</p> <p>Different meetings arranged by the Planning & Development Division and other Ministries/Divisions as well as all PAC and PEP Partners meetings were attended by the Officers of the Environment Section.</p> <p>The Environment Section has drafted and sent replies on environment and PEP related questions alongwith additional information for the likely additional questions on the floor of the National Assembly/Senate.</p> <p>Following documents were developed or input was provided:- Working Paper for the second meeting of the Federal Cabinet Committee on Impact of Climate Change.</p>	<p>consideration in their programmes.</p> <p>The Section also collaborated with IUCN, SDPI, NCS and other NGOs like Sungi and Bedari in their respective activities.</p> <p>Draft training modules were prepared for different sectors like industry, education, health, energy, agriculture, water resources, public health, physical planning and housing, etc., for incorporating environmental aspects at the project formulation and appraisal stages of the projects. Special training programme on the request of Federal Bureau of Statistics were prepared on environmental indicators.</p> <p>The staff of the Environment Section though did not proceed for direct training, however, received on the job training through various seminars/symposia,</p>	<p>The staff has now been better trained in understanding the environmental problems and extending guidance and important training in the allied fields, implementation of the NCS agenda and attending to the PEP project.</p>
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	<p>Environment Section remained continuously busy in providing numerous logistic and technical supports to CIDA and IUCN towards formulation of PEP being funded by Government of Canada/CIDA. In this connection, the Letter of Exchange was signed in March, 1995 by the Canadian Minister at Islamabad and Advisor to the Prime Minister on Finance alongwith the Chairman, Pakistan Environmental Protection Council.</p> <p>Environment Section prepared briefs etc. for the Deputy Chairman, and the Secretary, Planning in connection with various meetings held under the Chairpersonship of Pakistan Environmental Protection Council.</p> <p>The Working Papers in respect of Environment Sector were prepared for the meetings of Annual Plan</p>	<p>Briefs for the meetings of the Pakistan Environmental Protection Council for the Deputy Chairman and the Secretary Planning & Development Division.</p> <p>Working Paper for the Annual Plan Coordination Committee of the National Economic Council meeting.</p> <p>Comments, suggestions and briefs in connection with UNCHS' HABITAT-II Conference held in Turkey.</p>	<p>workshops and other meetings organized by different National and International Agencies like GIK Institute of Technology, National University of Science and Technology, SDPI, UNDP, ADB and NORAD. The Section also collaborated with the Pakistan Council and Research in Water Resources in undertaking a research activity on effects of deforestation in the arid zones.</p> <p>About 14 National and International workshops on the various aspects of environment, organized by different agencies, were attended by the staff. Two training workshops, one in Bangkok sponsored by UNDP and other in India sponsored by ADB were attended by the staff.</p> <p>The Section conducted collaborative symposiums on Energy Conservation with ENERCON.</p> <p>Jointly organized training workshop on EIA guidelines with Pak-EPA.</p>		<p>i) The staff was exposed to the current developments in the field of environment.</p> <p>ii) International links were established with different International Agencies like ADB, UNDP, UNEP, WHO, NORAD, World Bank, etc.</p>
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<p>Coordination and Economic Council and submitted to the Programming Section.</p> <p>Different meetings arranged by the Planning & Development Division and other Ministries/Divisions were attended by the Officers of Environment Section during the period July, 1994 to June, 1995. These included Pre-CDWP meetings regarding "Technical Assistance for Implementation of NCS Project", "Forestry Management Project of Punjab", consultation with CIDA and World Bank Missions; as arranged by the Planning & Development Division and other Ministries/Divisions.</p> <p>Deputy Chief (Environment) participated in Environmental Audit Workshop arranged by WWF (World Wide</p>	<p>A number of briefs, working papers, summaries and notes were prepared for the Deputy Chairman Planning Commission and the Secretary, Planning and Development Division. In addition, note-pads for the National Assembly/Senate questions/queries were also prepared and submitted. These included briefs for the Asian Development Bank mission, Ethiopian delegation, CPO missions and NORAD mission, etc.</p> <p>Frequent meetings were held with the Foreign Missions visiting to Pakistan on environmental concerns as well as for ministerial and inter-ministerial level meetings.</p> <p>The Section has been actively taking part in the formulation of the environmental policy and plans for the Pakistan Vision 2010. The Section prepared fact sheets, work plan, programmes portfolio and projected financial outlays for the Vision 2010. The Section prepared an Executive</p>	<p>A broad based input from diversified sources contribute in the formulation of the environmental agenda in Pakistan.</p> <p>The information sharing has been encouraged at all levels in policy formulation and decision making.</p> <p>Proper projection and implementation of the environmental policy have been ensured at different fora</p>
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	<p>Fund). The Officers of Environment Section, being a PEP partner, attended the workshop arranged by the Programme Support Unit of CIDA at Islamabad, followed by Performance Indicators Selection Workshop at Bhurban. The Chief (Environment) also attended the meeting of the National Committee for Habitat-II arranged by Environment & Urban Affairs Division.</p> <p>Environment Section prepared the briefs and submitted various Sectoral inputs as required by different Sections of Planning & Development Division and for Pakistan's Delegation for the meeting on Regional Cooperation in Asia and Pacific for the meeting of Standing Committee on Planning Division, and for the Federal SAP Secretariat for celebration of 50th Anniversary of Independence Day of Pakistan. The material for Finance Minister</p>		<p>Summary, recommending different announcements to be made by the Prime Minister on the eve of the Pakistan Day, in the 2010 perspective.</p> <p>The Cabinet Committee on the climate change had constituted a number of sub-committees to develop a strategy to meet the challenge of climate change. The Section coordinated the work of the committees during the period of review.</p>		<p>A well coordinated effort will result in a strategy that has broad support</p>
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	<p>Budget speech 1995-96 and for Economic Survey 1994-95 were also prepared and submitted to concerned quarters.</p> <p>During the period July, 1994 to June, 1995 the Environment Section has sent replies to three National Assembly/Senate Questions alongwith Notes for Pad.</p>				
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STRATEGIES SUPPORT UNIT (SSU)
IUCN PAKISTAN
JULY 1994 - JUNE 1997
OUTPUTS

Activities	Outputs July 1994-June 1995	Outputs July 1995-June 1996	Outputs July 1996-June 1997
<p>1. PEP Coordination and Management.</p>	<p>Exchange of letters took place between the Government of Pakistan and the Government of Canada.</p> <p>A Contribution Agreement signed between CIDA and IUCNP.</p> <p>Memorandum of Understanding between IUCNP and the three other PEP Partners drafted.</p> <p>A Programme Advisory Committee (PAC), comprising senior representatives of GoP, CIDA, SDPI and IUCNP, established.</p> <p>Two meetings of the PAC held.</p> <p>PEP Partners forum created. Two PEP Partners meetings held.</p> <p>A financial tracking and reporting system designed and put in place, in collaboration with CIDA's Programme Support Unit.</p> <p>A comprehensive, three-volume Inception Report prepared and submitted to CIDA.</p> <p>A gender strategy included in the Inception Report.</p>	<p>Two PAC meetings and four PEP Partners meetings organised.</p> <p>First Annual PEP Report for the period July 1994-June 1995 and the first semi-annual report for July 1995-December 1995 prepared.</p> <p>An integrated workplanning exercise started with the PEP Partners.</p> <p>MOUs between IUCN and the other three PEP Partners signed.</p> <p>Assistance to CIDA PITS/M&E mission in the RBM matrices exercise and in its interaction with the PEP Partners.</p> <p>Assistance to CIDA in the selection of the Canadian Partner Organisation (CPO) through head of SSU's visit to Canada.</p> <p>PEP Coordinator on board.</p>	<p>Recruitment of the PEP Manager, including preparation of the TORs, advertisement in the press, scrutiny and short listing of the applications, and interviews and final selection, in consultation with the other PEP Partners.</p> <p>Formal and informal meetings and wide ranging consultations with the PEP Partners.</p> <p>Two meetings of the PEP Programme Advisory Committee (PAC).</p> <p>Constitution of a new PEP Forum, Strategic Planning Group, for policy and planning advice.</p> <p>Support to the CPO Monitoring and Evaluation Advisor's mission.</p> <p>Circulation of PEP and non-PEP related programmatic, managerial and technical information to the PEP Partners.</p> <p>Initial disbursement of salaries to the PEP funded government staff.</p>

Activities	Outputs July 1994-June 1995	Outputs July 1995-June 1996	Outputs July 1996-June 1997
<p>2. Assistance to Government Units to meet PEP objectives.</p>	<p>In collaboration with MAS Associates, a private consulting firm, assisted the NCS Unit and the Environment Section with the preparation of their strategic operational plans.</p> <p>Technical, logistical, accounting and networking support provided to the two government units.</p> <p>Processing for purchase of equipment for the government units completed.</p>	<p>Assistance provided in operating PEP budget, contracting professional staff, support staff and maintenance of accounts.</p> <p>Briefing provided to the new Joint Secretary, NCS Unit.</p> <p>Interaction between the two government units and SDPI and IUCNP enhanced.</p> <p>Assistance provided to the two government units to identify their needs for vehicles, equipment and furniture.</p>	<p>Support and advice to the IUCNP head office in Karachi on PEP-related financial matters, including cash requests, financial reporting, projections, etc.</p> <p>Circulation of the CPO mission report to the PEP Partners and communication of the PEP Partners' comments and suggestions on the reports to the CPO and CIDA.</p> <p>Semi Annual Progress Report for the period July 1996-December 1996 prepared.</p> <p>Annual Progress Report for the period July 1996-June 1997 prepared.</p> <p>Facilitation of technical inputs.</p> <p>Initial maintenance of accounts.</p> <p>Assistance in the auditing of accounts.</p> <p>Assistance in identifying technical positions, developing the TORs, publishing advertisements, conducting interview, and recruiting professional and support staff through a transparent process.</p>

Activities	Outputs	Outputs	Outputs
	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997
		Capital equipment and furniture procured for the two government units.	<p>Assistance to the NCS Unit in organising workshops on the introduction of ISO 14000 standards for environment.</p> <p>Support to the two government units in purchasing equipment, furniture, computers, etc.</p> <p>Assistance to participate in workshops on environmental awareness and education sponsored by the UNESCO and IUCN.</p>

Activities	Outputs July 1994-June 1995	Outputs July 1995-June 1996	Outputs July 1996-June 1997
<p>3. Liaison with CPO for Canadian Programme and Regional Activities (except for PITS and M&E)</p>		<p>Assistance to the CPO Inception Mission.</p> <p>A comprehensive exercise undertaken to prepare RBM matrices, workplans, annual expense accounts and budget forecasts for the unit.</p>	<p>Assistance provided with regards to the TORs, programme, meetings and logistics for the CPO missions on:</p> <ul style="list-style-type: none"> • Workplan Technical Assistance component • Second Mission • Institutional Linkages • Training • Institutional Strengthening and Capacity Development for the Environment • SDPI Management Review • Monitoring and Evaluation Advisor's visit. <p>Participation in the first tripartite meetings in Canada among IUCN, CIDA and CPO.</p> <p>Through tripartite meetings, collectively looked at the lessons learned from the first two years of PEP, discussed perceptions and misconceptions about the project, and established joint planning for the year ahead.</p> <p>Sarhad Provincial Conservation Strategy developed by the government of NWFP in collaboration with the IUCN Peshawar office, through a consultative process, and with the financial support of SDC.</p>

Activities	Outputs	Outputs	Outputs
	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997
<p>4. Promoting and developing provincial/local conservation strategies.</p>	<p>At the provincial level, provincial conservation strategies promoted through dialogue and negotiation with the provincial governments and donors.</p> <p>The Sarhad Provincial Conservation Strategy (SPCS) in the NWFP completed its first phase, and preparation of a comprehensive strategy document started.</p> <p>A proposal to launch the Balochistan Conservation Strategy met with government approval and funding request made to the Dutch government.</p> <p>A concept paper for the Sindh Conservation Strategy developed for the consideration of Government of Sindh.</p> <p>Through intensive work with the government of Punjab, preparation for a consultative workshop made.</p> <p>AJK government assisted in planning a consultative workshop.</p> <p>Dialogue started with the Northern Areas (NAs) administration to develop a project proposal for the NA Conservation Strategy. Seed money for the NACS provided by the SDC.</p>	<p>Planned, designed and coordinated the Punjab Conservation Strategy (PCS) consultative workshop in consultation with the Punjab Planning and Development Department and WWF Pakistan.</p> <p>PC-II proposal for initiating the NACS finalised, with the seed money provided by the SDC.</p> <p>Negotiations on BCS finalised with the government of Balochistan and the Royal Netherlands Embassy (RNE)</p> <p>Continued support provided to promote provincial and local conservation strategies in Sindh, AJK and Islamabad Capital Territory (ICT) through briefings and dialogues with the provincial and local governments and donors.</p>	<p>In Punjab, an initial consultative workshop was held in January 1996, to promote the idea of a conservation strategy for Punjab. The initiative was followed up with the government of Punjab to ensure that the process is not derailed as a result of ad-hoc and unplanned activities such as the World Bank-funded Environment Protection and Resource Conservation (EPRC) project.</p> <p>In Azad Jammu & Kashmir (AJK), briefing meetings held and focal points identified.</p> <p>In Balochistan and the Northern Areas, work on conservation strategies started with Dutch and SDC funding, respectively.</p> <p>Plan of operations and Annual work plans for 1996 and 1997 developed for the Balochistan Conservation Strategy project. Plans approved by the BCS steering committee and implementation started.</p> <p>Implementation of the Northern Areas Conservation Strategy launched officially, and a concept paper for NACS Phase-II drafted.</p>

Activities	Outputs July 1994-June 1995	Outputs July 1995-June 1996	Outputs July 1996-June 1997
<p>5. Inform donors, missions and consultants on NCS.</p> <p>6. Liaison with government agencies at federal and provincial levels.</p>			<p>Frequent and close contact maintained with the donor agencies that are funding the formulation or implementation of various conservation strategies, like the SDC supporting Sarhad Provincial Conservation Strategy and the initial work on the Northern Areas Conservation Strategy; the government of Netherlands supporting the Balochistan Conservation Strategy; and CIDA supporting Pakistan Environment Programme.</p> <p>Participated in the meetings convened by the government to establish environmental indicators for evaluating the results of 8th Five Year Plan.</p> <p>Participated in the meetings convened by the government to prepare an outline of the section on environment in 9th Five Year Plan.</p> <p>Took a lead role in designing and securing government approval of the GoP/UCN-P pilot field projects, including maintaining biodiversity conservation with rural community; upland rehabilitation with rural community involvement, biodiversity action plan and protected areas management plan.</p>

Activities	Outputs	Outputs	Outputs
	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997
<p>7. Participation in IUCNP's programmes and activities.</p>		<p>Liaised closely with the IUCNP's B&L and EAS Units to provide policy input to their respective work.</p> <p>Participated in the meetings of IUCNP committees like PRG, PCC and SMG.</p>	<p>Participated in the meetings of the Project Review Group, Senior Management Group and Programme Coordination Committee.</p> <p>Organised a Needs Assessment Survey of the Federal Government Departments, through IUCNP's Environment Assessment Services Unit.</p> <p>Participated in the meetings of environmental NGOs on the subject of ratification of Pakistan Environmental Protection Act of 1997, by the Parliament.</p>

STRATEGIES SUPPORT UNIT (SSU)
IUCN PAKISTAN
JULY 1994 - JUNE 1997
OUTCOMES

Activities	Planned Outcomes	Achieved Outcomes
<p>1. PEP Coordination and Management.</p>	<p>PEP managed efficiently and effectively.</p>	<p>1. The position of PEP Coordinator was upgraded to that of PEP Manager, in recognition of the critical functions of this post. New terms of reference were developed to reflect this change, and a senior institutional development specialist was recruited.</p> <p>Efforts were made to develop a trusting relationship among the PEP partners, and to inculcate a sense of collective ownership of the programme.</p> <p>A Strategic Planning Group, comprising the four heads of the PEP partner organizations, established in order to ensure that the project receives high-level policy advice and support, and promotes cooperation among the four partner organizations.</p> <p>During the CPO Monitoring and Evaluation Advisor's Mission, time was taken with each PEP Partner to review in detail their respective Results Based Matrices (RBMs), the workplans and the earlier versions of their Semi-annual progress reports. A revised set of reporting guidelines was developed. RBMs were modified in order to bring them into line with the standard format that has now been adopted by all PEP partners. Most PEP partners revised their workplans for the period January-June 1997, based on the new RBMs. The revised workplans contain more detail and reflect more activities in any given period. Finally, each PEP partner prepared a revised version of the Semi-annual progress report for the period June-December 1996.</p>

Activities	Planned Outcomes	Achieved Outcomes
<p>2. Assistance to Government Units to meet PEP objectives</p> <p>3. Liaison with CPO for Canadian Programme and Regional Activities (except for PITTS and M&E)</p>	<p>3. Regional linkages initiated, exchange visits arranged, regional workshops organised and support provided to institutions in other countries.</p>	<p>A solid foundation was laid down by putting together a consensus and results-oriented management system that encourages convergence of programmatic activities undertaken by the four PEP partners. Given the diverse nature of PEP partner organisations, the system is working and improving with the passage of time.</p> <p>2. With the recruitment of qualified staff at the two government units, devolution of financial management to the PEP partners and sharing of technical resources, the stage has been set for effective and efficient management of PEP in a decentralised fashion.</p> <p>The NCS Unit took a lead position in introducing and supporting the ISO standards for environment in Pakistan.</p> <p>The staff of the two government units broadened their perspective on environmental awareness and education.</p> <p>3. Identification of the need for a common vision for PEP and an awareness of the overall goal of the project.</p> <p>IUCN-P lead the initiative to prepare a short concept paper outlining the common vision for the project.</p> <p>Recognition of the fact that communication between the CPO and PEP partners had been a problem for the first year of the CPO in the project.</p> <p>Streamlining of communications between the CPO and the PEP partners through the PEP Manager.</p> <p>Linkages have been established with the IUCN-Bangladesh and Government of Bangladesh.</p>

Activities	Planned Outcomes	Achieved Outcomes
<p>4. Promoting and developing provincial/local conservation strategies.</p> <p>5. Inform donors, missions and consultants on NCS.</p> <p>6. Liaison with government agencies at federal and provincial levels.</p>	<p>4. Strategies developed and implementation catalysed</p> <p>5,6. Support for NCS (from donors, and federal and provincial governments)</p> <p>6. IUCNP-Government relations support NCS implementation</p>	<p>For training, regional and linkages components, SSU and PSU are working with the CPO and CIDA on the programmatic contents as well as on financial management procedures involved in receiving funds from and reporting back to the CPO.</p> <p>4. The SPCS has been approved by the NWFP Government and is now being implemented.</p> <p>BCS and NACS have been operationalised.</p> <p>Demonstration projects under conservation strategies are being implemented.</p> <p>5,6. The donor agencies developed their understanding of the projects they are funding. This has resulted in donor confidence as well fresh commitment of resources for new initiatives. For instance, the Government of Netherlands and NORAD's indication to fund the NACS; SDC's commitment to fund the next stage of SPCS, etc.</p> <p>The institutional framework for the implementation of NCS has been put in place through the establishment of Environment Protection Agencies, SDPI, the NCS Unit in the M/o ELG & RD, while Environment Cell has been set up in P&D Departments of the federal and provincial governments.</p> <p>Appropriate inputs were provided for the establishment of environmental indicators for evaluating the results of the 8th Five Year Plan.</p> <p>By participating in the meetings on the review of eighth five year plan and the preparation of the ninth five year plan, the environmental agenda has been kept alive.</p>

Activities	Planned Outcomes	Achieved Outcomes
<p>7. Participation in IUCNP's programmes and activities.</p>	<p>7. Well managed and planned IUCNP programme.</p>	<p>7. While SSU enhances its own capacity, it continues to provide substantive input towards strategies, projects and programmes of IUCNP. The SSU input is both responsive as well as proactive in its nature. Quite a significant percentage of SSU input is directed towards formulation and implementation of provincial and local conservation strategies, and towards project formulation and review activities.</p> <p>IUCNP's Environment Assessment Services Unit completed and circulated the report on Needs Assessment Survey of the Federal Government Departments. The report is being considered by the relevant government units and their response is awaited.</p> <p>The meetings of environmental NGOs on the subject of ratification of Environmental Protection Ordinance (PEPO) by the Parliament of Pakistan created a momentum that resulted in approval of the PEPO by the standing committee of the National Assembly. The Ministry of Environment assured that PEPO will be tabled for ratification by the National Assembly during its session in August.</p> <p>The Expert Advisory Group on NEQS finalised its recommendations and sent it to the Pakistan Environmental Protection Council (PEPC). A PEPC is being reconstituted by the Ministry of Environment, the approval of NEQS is awaited.</p>

PROGRAMME SUPPORT UNIT/PROGRAMME DIRECTORATE (PSU/PD)
IUCN PAKISTAN
JULY 1994 - JUNE 1997
OUTPUTS AND OUTCOMES

Activities	Outputs July 1994- June 1995	Outputs July 1995- June 1996	Outputs July 1996-June 1997	Planned Outcomes	Achieved Outcomes	Remarks
1. Programme Coordination	<ul style="list-style-type: none"> PCC ToRs discussed & finalised. PCC Meetings held (3) Annual Progress Report & Workplan for IUCN P prepared & submitted to IUCN HQ IUCNP Management Review coordinated; edited 1994-96 IUCNP Triennial Programme document coordinated Inputs into 1996 Annual Budget development exercise Liaison with IUCN HQ office 	<ul style="list-style-type: none"> Regular Programme Coordination Committee meetings held (4) Inputs into programme strategies drafted (EAS; B&L) do Management Review Report produced. Management Review recommendations coordinated - Staff induction programme designed. 	<ul style="list-style-type: none"> Regular Programme Coordination Committee meetings held (3) Inputs into programme strategies (CEU; EU; CU) do Mini Management Review recommendations implemented - HRM Systems Manual Support to restructuring of IUCNP. Inputs on matrix management Initial inputs into 1997-2000 Triennial Programme IUCNP 1996 Annual Report prepared. Inputs into 1997 Annual budget development exercise Liaison with IUCN HQ. 	<ul style="list-style-type: none"> integrated and strategically focussed programme Results of a potential external programme review Appropriate inputs from thematic units reflected in programme strategies and projects. 	<ul style="list-style-type: none"> IUCNP's strategic focus clear and understood better, both within & outside IUCNP. Thematic units and projects moving towards a shared understanding Relationships between different initiatives - conservation strategies and demo projects clear Enhanced understanding of programme linkages IUCNP's evolution, in terms of staff; expansion into provinces and districts 	<p>The planned outcome can only be assessed through the results of an overall programme review.</p>

Activities	Outputs	Outputs	Outputs	Planned Outcomes	Achieved Outcomes	Remarks
2. Project Development	<ul style="list-style-type: none"> July 1994- June 1995 PRG Meetings held (6-8) Detailed inputs into project proposals/concept papers (numerous) Project Proposal Development Procedures Manual prepared LFA Training conducted Annual status reports on O,A,B projects prepared (12) Funding proposals for SPCS & BCS prepared and submitted Proposals for Biodiversity Project supported. 	<ul style="list-style-type: none"> July 1995- June 1996 PRG Meetings held (6) do Manual revised Annual status report on O,A, B projects prepared (12) Funding proposals for NFA II prepared: Concept proposal for Sarhat Programme supported Proposals for BAP, PAMP coordinated. 	<ul style="list-style-type: none"> July 1996- June 1997 PRG Meetings held (5) do Annual report in 1996 and Quarterly Status Report in 1997 on O,A,B Projects prepared (8) Procedure for endorsement of proposals prepared by partners developed. Proposal for NACCS prepared 	<ul style="list-style-type: none"> Increased financial sustainability Increased programme funding Number and value of proposals funded Diversity of the donor base More effective project design. Successive drafts of project proposals demonstrate changes in design as a result of PRG review. Results of external project evaluation. 	<ul style="list-style-type: none"> Donor base extended, from CIDA only to CIDA, NORAD, SDC, RNE, WB, EC etc. Projects designed by IUCNP now reflect a more integrated approach towards conservation & development 	<ul style="list-style-type: none"> Systems still need to be more widely used with IUCNP
3. Monitoring & Evaluation	<ul style="list-style-type: none"> LFA for PEP developed 	<ul style="list-style-type: none"> RBMs planning process initiated Participation in IUCN M&E initiative 	<ul style="list-style-type: none"> RBMs produced for all PEP partners M&E inputs into NFA III, SPCS, BCS, NACCS, Biodiversity Project Self assessment for SPCS supported 	<ul style="list-style-type: none"> M&E systems operational Increased self-monitoring (e.g. in-house reviews, internal progress reports) 	<ul style="list-style-type: none"> RBMs concept now internalised into thematic units; slowly taking root in 4 other projects (NFA II, SPCS, BCS, NACCS). Self assessment now necessary pre-requisite for all projects. 	

Activities	Outputs July 1994- June 1995	Outputs July 1995- June 1996	Outputs July 1996-June 1997	Planned Outcomes	Achieved Outcomes	Remarks
			<ul style="list-style-type: none"> • Internal review of NGO Unit conducted • progress report tracking system developed 	<ul style="list-style-type: none"> • Overall IUCNP programme and individual projects "on track" and lessons internalised - <i>Reports prepared on time; outputs produced as planned; and progress toward objectives achieved</i> - <i>Evidence of internalisation (e.g., a policy change as a result of the annual review exercise; a course correction adapted by a project following an internal review).</i> • More effective project management and implementation; more effective IUCNP programme • <i>Results of external project evaluations and programme reviews.</i> 	<p>Reports and workplans for most projects of better quality and result oriented.</p>	

Activities	Outputs	Outputs	Outputs	Planned Outcomes	Achieved Outcomes	Remarks
	July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997			
4. Project Support	<ul style="list-style-type: none"> Participation in Project Management Committee meetings of BAP 	<ul style="list-style-type: none"> Inputs into PMCs for EC, Biodiversity Project, BAP and SPCS. 	<ul style="list-style-type: none"> Joint workplanning between projects & thematic units initiated 	<ul style="list-style-type: none"> More effective project management and implementation. Progress reports prepared to IUCNP standards and accepted by donors Increased adherence to the Project Management Procedures Manual Donor and stakeholder feedback. 	<ul style="list-style-type: none"> Project Management Procedures Manual presented in Orientation programmes 	
5. IUCNP General Policy Management/Admin.	<ul style="list-style-type: none"> Participation in various meetings All IUCNP documents reflect inputs 	<ul style="list-style-type: none"> Participation in various meetings All IUCNP documents reflect inputs 	<ul style="list-style-type: none"> Participation in various meetings All IUCNP documents reflect inputs 	<ul style="list-style-type: none"> Effective functioning of IUCNP Results of an external management review 	<ul style="list-style-type: none"> Better integrated and effective IUCNP programme Holistic approach towards MR II implementation 	

Activities	Outputs	Outputs	Outputs	Outputs	Planned Outcomes	Achieved Outcomes	Remarks
6. Regional Activities	July 1994- June 1995			July 1996-June 1997	<ul style="list-style-type: none"> Strengthened IUCN programme <i>Recommendations accepted and implemented (as measured through follow-up missions and reports to the Asia Regional Directorate).</i> 		
	July 1995- June 1996	<ul style="list-style-type: none"> NCS of Bangladesh reviewed; Bangladesh Environment Initiative Fund reviewed; Participation in IUCN Nepal Management Reviewed 	July 1996-June 1997	<ul style="list-style-type: none"> Sri Lanka programme reviewed 			

EDUCATION UNIT (EU)
IUCN Pakistan
JULY 1994-JUNE 1997
OUTPUTS

Activities	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997
<p>1. Capacity Building of IUCNP Education Unit</p> <p>1.1 Staff training and professional development;</p> <p>1.2 Recruitment and induction of new staff</p>	<ul style="list-style-type: none"> • Training in - <ul style="list-style-type: none"> - GRID seminar - LFA w/s - Biodiversity Education Conference - from policy to practice - CIDA M&E w/s - PRA training - Conflict resolution w/s • Two new members joined 	<ul style="list-style-type: none"> • Training in - <ul style="list-style-type: none"> - Developing participatory training skills - Strategy development for NGOs - Report and letter writing skills - Women in Senior Management - Techniques for Influencing - Collaborative Management - Global Policy Issues and Advocacy - Grass roots communications in rural development - Capacity Building for RBMs 	<ul style="list-style-type: none"> • Training in <ul style="list-style-type: none"> - PRA Techniques — 2 staff members - Professional development w/s (CEC Focal Points, HQ) - Internship programme at the Unit—4 interns
<p>2. Contribution to IUCN Policy and administration</p> <p>2.1 Participation at regular IUCN meetings</p> <p>2.2 Periodic workplanning, review and reporting.</p> <p>2.3 Day to day management of the Unit</p>	<ul style="list-style-type: none"> • EU staff served on various IUCNP committees as task forces. • Review of EU progress and capacity needs—DM&D 	<ul style="list-style-type: none"> • Revision of workplans 	<ul style="list-style-type: none"> • Revision of workplans
<p>3. Development and implementation of Education Sub-strategies to support Conservation Strategies</p> <p>3.1 Technical assistance and support to the NCS Unit, Ministry of Environment</p>	<ul style="list-style-type: none"> • NCS <ul style="list-style-type: none"> - Exploratory meetings with NCS staff - Establishment of Environment Clubs 	<ul style="list-style-type: none"> • NCS <ul style="list-style-type: none"> - Establishment of Environment Clubs in Sindh schools - NCS consultant supported in the development of the EE strategy 	<ul style="list-style-type: none"> • NCS <ul style="list-style-type: none"> - Teacher's Centre of Excellence for EE—Proposal reviewed - Proposal for National Conference on EE - Facilitated NCCS participation in Asia w/s on Ed. & Comm.

Activities	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997
<p>3.2 Staffing training and constituency building for the development of EE sub-strategies with BCS and NACS</p>	<ul style="list-style-type: none"> • SPCS <ul style="list-style-type: none"> - Recruitment process for Education Officer initiated - Meeting with NWFP Sec. Education for EE in the strategy 	<ul style="list-style-type: none"> • BCS <ul style="list-style-type: none"> - Frame work for Education Recruitment process initiated for Education/Communication Officer • NACS <ul style="list-style-type: none"> - Exploratory exercises in the formal/non-formal sectors - Negotiations with the Teacher Education College for trialing - Development of PC1 for EE in Northern Areas • SPCS <ul style="list-style-type: none"> - Sub strategy, - Appointment of EE Focal Point Teacher Educator's Training Programme (PEP-ILE) 	<ul style="list-style-type: none"> • BCS— <ul style="list-style-type: none"> - Capacity building of Focal Point - Scoping for potential partners - EE w/s for CERD - Orientation w/s for Ed. & Comm. • SPCS <ul style="list-style-type: none"> - Technical assistance provided to Focal Point
<p>3.3 Technical assistance training and backstopping to the EE Focal Point of SPCS for the implementation of the strategy</p> <p>4. <u>Interventions that support change in policies and practices in govt. Education Department and the formal education sector</u></p> <p>4.1 Trial and replication of the Education Unit's pre-service teacher education programme in selected institutions</p>	<ul style="list-style-type: none"> • Development of CT/PTC EE Curriculum (St.Pat) • Capacity Building of St. Patricks to incorporate EE in the CT/PTC Curriculum - W/S for Teacher Educators - W/S for Student Teachers 	<ul style="list-style-type: none"> • Draft manual for EE developed and reviewed • Project proposal to trial the manual (NORAD framework agreement) Negotiations with Directorate of Education Northern Areas for trialing 	<ul style="list-style-type: none"> • 13 Teachers & 11 Master Trainers trained (Preservice) • Urdu Version of manual • Feasibility paper for Nationwide implementation of EE in CT/PTC

Activities	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997
<p>5. <u>Capacity building of communities, in the IUCN Project Areas, for NRM through EE</u></p> <p>5.1 Orientation programme, training for communities in the project areas and project support to the technical projects of IUCNP</p>	<ul style="list-style-type: none"> • Development of action plan for community participation in Korangi Project (CEU) 	<ul style="list-style-type: none"> • Two orientation workshops for coastal communities (CEU), linkages developed with IVS for community motivation for Mangrove Conservation. • Development of EE component for PEC project (NGO/CSU) • Scoping for EE in the Biodiversity Project 	<ul style="list-style-type: none"> • Orientation workshop for a local NGO (Korangi Project) • Production of awareness raising pamphlet for Mangrove Conservation • EE Component for Biodiversity Project • EE Component for ENRP Project
<p>6. <u>Dedicated human resource development, for EE, in the formal and non-formal education sector</u></p> <p>6.1 Orientation programmes for IUCN members, partners and other organisations</p> <p>6.2 Design and implementation of a project proposal for an indepth modular training programme for EE</p>	<ul style="list-style-type: none"> • Orientation programme for NGORC, Crescent Youth Organization 	<ul style="list-style-type: none"> • Orientation w/s for All Pakistan Scouts Association, HANDS, PILER (3 w/s) • Proposal developed for Replicable Orientation Module (NORAD) 	<ul style="list-style-type: none"> • Revision and pilot run of the first draft of Replicable Orientation Module (NORAD)

Activities	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997
7. <u>Institutional capacity building of NGO members and partners for EE</u>			
7.1 Scoping and analysis for programmatic and training needs	<ul style="list-style-type: none"> • Review of PILER's Education programmes to incorporate EE 		
7.2. Technical assistance for integration of EE in project proposals			<ul style="list-style-type: none"> • EE part of PILER's regular education programmes
7.3 Design and delivery of orientation workshops	<ul style="list-style-type: none"> • Two orientation workshops for PILER 		
7.4 Design and delivery of 'tailor made' institutional capacity building modules		<ul style="list-style-type: none"> • One Focal Person trained to incorporate EE in PILER's education programmes 	
8. <u>Development of Learning/Teaching materials for EE</u>	Production of EE literacy material with Adult Basic Education Society, 3 books.		
8.1 Design and implementation of a project proposal for production of supplementary learning/teaching materials		<ul style="list-style-type: none"> • Concept paper for the development of learning teaching material 	<ul style="list-style-type: none"> • Not yet undertaken

Activities	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997
<p>9. <u>IUCN as a facilitator and connector</u></p>			
<p>9.1 Review of project proposals; facilitation of linkages</p>	<ul style="list-style-type: none"> • Project proposals reviewed SCF-Khoj, Shirkat Gah 	<ul style="list-style-type: none"> • Proposals reviewed/ EE incorporated SPO, Baahn Belli, ASB 	<ul style="list-style-type: none"> • Proposals reviewed/ EE incorporated Baahn Belli, IWASRI, EPA-Sindh,
<p>9.2 Dissemination of information</p>	<ul style="list-style-type: none"> • Regular flow of information to relevant members and partners Shirkat Gah, SPO, Baahn Belli, TRC, 	<ul style="list-style-type: none"> • Regular flow of information to relevant members and partners, local CBOs (interior Sindh) 	<ul style="list-style-type: none"> • Regular flow of information to relevant members and partners
<p>9.3 Support to SASEANEE initiatives</p>	<ul style="list-style-type: none"> • EU-Head on steering committee SASEANEE 	<ul style="list-style-type: none"> • Revision of EE internship programme of SASEANEE • Feed back on biodiversity handbook 	<ul style="list-style-type: none"> • Two persons trained at SASEANEE

EDUCATION UNIT (EU)
IUCN Pakistan
JULY 1994-JUNE 1997
OUTCOMES

Activities	Planned Outcomes	Achieved Outcomes
<p>1. <u>Capacity Building of IUCNP Education Unit</u></p> <p>1.1 Staff training and professional development;</p> <p>1.2 Recruitment and induction of new staff</p>	<p>Enhanced capacity of the Unit to carry out its programme and projects</p>	<p>Enhanced capacity of the Unit in the areas of training of trainers, PRA, Grass root communications, Conflict resolution, Strategy development, etc.</p>
<p>2. <u>Contribution to IUCN Policy and administration</u></p> <p>2.1 Participation at regular IUCN meetings</p> <p>2.2 Periodic workplanning, review and reporting.</p> <p>2.3 Day to day management of the Unit</p>	<p>Education considerations are reflected in IUCNP programmes documents.</p> <p>Smooth functioning of the unit.</p>	<p>Education considerations are reflected in IUCNP programmes documents.</p>
<p>3. <u>Development and implementation of Education Sub-strategies to support Conservation Strategies</u></p> <p>3.1 Technical assistance and support to the NCS Unit, Ministry of Environment</p> <p>3.2 Staffing training and constituency building for the development of EE sub-strategies with BCS and NACS</p> <p>3.3 Technical assistance training and backstopping to the EE Focal Point of SPCS for the implementation of the strategy</p>	<p>A well focused and directed education programme of NCS Unit</p> <p>Broad based constituency developed for EE for BCS and NACS development</p> <p>Focal point's capacity strengthened</p>	<p>Increased interaction and a well focused EE strategy of the NCS Unit.</p> <p>Process initiated for EE substrategy for BCS.</p> <p>Constituency developed for EE in formal and non-formal sectors for NACS development.</p> <p>Linkages for the implementation of EE substrategy of SPCS. Focal point's capacity strengthened</p>

Activities	Planned Outcomes	Achieved Outcomes
<p>4. <u>Interventions that support change in policies and practices in govt. Education Department and the formal education sector</u></p> <p>4.1 Trial and replication of the Education Unit's pre-service teacher education programme in selected institutions</p> <p>4.2 Design and implementation of "EE for primary Education Development in Sindh" an in-service teacher education project</p> <p>4.3 Orientation programmes, technical assistance and linkage facilitation for selected institutions at the tertiary level</p>	<p>Process initiated for integration of EE into pre-service teacher education</p> <p>SPEDP's capacity enhanced to incorporate EE into its programmes</p> <p>Environmental components incorporated into the delivery of tertiary education by selected institutions</p>	<p>Master trainers trained to incorporate EE in selected institutions.</p> <p>Process initiated to enhance SPEDP's capacity to incorporate EE into its programmes.</p> <p>Process initiated for the incorporation of environmental components into the Dept. of Psychology, Karachi University and the Aga Khan University-School of Nursing.</p>
<p>5. <u>Capacity building of communities, in the IUCN Project Areas, for NRM through EE</u></p> <p>5.1 Orientation programme, training for communities in the project areas and project support to the technical projects of IUCNP</p>	<p>Capacity built in the technical projects for awareness and education of the communities.</p>	<p>Capacity built of two local coastal NGOs (Korangi Project) for awareness raising and education of the communities for NRM.</p>
<p>6. <u>Dedicated human resource development, for EE, in the formal and non-formal education sector</u></p> <p>6.1 Orientation programmes for IUCN members, partners and other organisations</p> <p>6.2 Design and implementation of a project proposal for an indepth modular training programme for EE</p>	<p>Constituency built in the formal and non-formal sectors for indepth training in EE</p>	<p>EE training provided to- 10 organizations in the formal and non-formal sectors.</p>

Activities	Planned Outcomes	Achieved Outcomes
<p>7. <u>Institutional capacity building of NGO members and partners for EE</u></p> <p>7.1 Scoping and analysis for programmatic and training needs</p> <p>7.2. Technical assistance for integration of EE in project proposals</p> <p>7.3 Design and delivery of orientation workshops</p> <p>7.4 Design and delivery of 'tailor made' institutional capacity building modules</p>	<p>Institutional capacity of NGO members and partners developed</p>	<p>Institutional capacity of two NGO (PILER and CERD)</p>
<p>8. <u>Development of Learning/Teaching materials for EE</u></p> <p>8.1 Design and implementation of a project proposal for production of supplementary learning/teaching materials</p>	<p>Availability of effective learning teaching resource for EE</p>	<p>Not yet undertaken</p>
<p>9. <u>IUCN as a facilitator and connector</u></p> <p>9.1 Review of project proposals; facilitation of linkages</p> <p>9.2 Dissemination of information</p> <p>9.3 Support to SASEANEE initiatives</p>	<p>Linkages developed for EE</p>	<p>Linkages developed for EE</p> <p>EE incorporated in the projects of six organizations</p> <p>Strengthened working relationship with SASEANEE for regional initiatives for EE.</p>

**NGO/COMMUNITY SUPPORT UNIT(NGO/CSU)
IUCN PAKISTAN
JULY 1994 - DECEMBER 1997
OUTPUTS AND OUTCOMES**

Activities	Outputs July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997	Planned Outcomes	Achieved Outcomes
<p>1. Developing community involvement in the upland rehabilitation project (EC Funded)</p> <p>1.1 Recruitment and induction of EC Project Staff</p> <p>1.2 Developing and organizing training programmes</p> <p>1.3 Support to IUCN Project</p> <p>a) exploring partnerships with other organizations</p> <p>b) finalising MOUs with other organizations</p> <p>c) developing strategies on social organizations for environmental rehabilitation</p>	Project not commenced	Project not commenced	<p>1.1: # of Social organizers # of training programmes</p> <p>1.2 # of persons trained # of modules developed</p> <p>1.3 strategy on social organization for environmental rehabilitation</p>	<p>Stronger IUCN capacity to work with other organizations</p> <p>More organizations involved in Upland rehabilitation</p>	<p>Too early to discuss or expect this project outcome. However, participation of the environmental Coordinator in the training has helped team building between the project staff and the NGO/CSU Unit</p> <p>To early to discuss or expect project outcomes.</p>
<p>2. Greater role for NGOs/Community groups in the development of the Balochistan Conservation Strategy</p> <p>2.1 Baseline study of the works of NGO/CS groups in the province of Balochistan</p> <p>2.2 Consultation with NGOs to develop an NGO sub-strategy for Baluchistan</p> <p>2.3 Documentation of the NGO sub-strategy for Baluchistan</p> <p>2.4 implementation of activities (projects and trainings) for BCS</p>	Project not commenced	Project not commenced	<p>2.1: 1 Baseline study</p> <p>2.2: # of consultations facilitated in Baluchistan</p> <p>2.3: NGO sub-strategy for Baluchistan developed</p> <p>2.4: # of activities undertaken for BCS attendance/# of NGOs attending/involved in consultations type of NGOs attending consultations</p>	<ul style="list-style-type: none"> NGOs are committed to make the BCS work The government is committed to involving NGOs 	<p>The process to involve NGOs and get their commitment has begun. However, it is still at an early stage. It is, therefore, difficult to measure the commitment of NGOs.</p> <p>The BCS is a collaborative effort of the government of Balochistan, IUCN and the Netherlands government. As such, activities carried out under the aegis of the BCS signify the support of the government of Balochistan. However, as the formulation process of the BCS is in its early stages, it is not possible to measure the Government's commitment.</p>

Activities	Outputs July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997	Planned Outcomes	Achieved Outcomes
3. Greater role for NGOs/community groups in the development of the Northern Areas Conservation Strategy (NACS)	Project not commenced	Project not commenced	3.1: 1 Baseline study 3.2: # of consultations facilitated in the NAs	<ul style="list-style-type: none"> NGOs are committed to make the NACS work The government is committed to involving NGOs 	Project has not commenced
3.1 Baseline study of the works of NGO/CS groups in the province of Baluchistan			3.3: NGO sub-strategy for NAs developed		
3.2 Consultation with NGOs to develop an NGO sub-strategy for Baluchistan			3.4: # of activities undertaken for NACS		
3.3 Documentation of the NGO sub-strategy for Baluchistan			<ul style="list-style-type: none"> attendance/# of NGOs attending/involved in consultations. type of NGOs attending consultations. 		
3.4 Implementation of activities (projects and trainings) for BCS					
4. Strengthening institutional capacity of NGOs.	4.1 : i) Supervisory mission for the Mansehra Village Support Programme of SRSC ii) evaluation report of Baahn Bel's village Community Development project	4.1: Evaluation report of the Village Community Development project of Baahn Beli i) Evaluation report of Sungi development Foundation— institutional and programmatic. ii) Review of Sungi's gender and health programme		NGO institutional capacity is strengthened.	Various types of assistance provided to NGOs has resulted in a number of specific outcomes such as adoption of recommendations on restructuring and revision in selection criteria of certain posts. It has also resulted in overall outcomes of allowing organizations to think more strategically, both programmatically and institutionally.
4.1 Study and evaluation of NGOs work (programmes) and/or management					
4.2 Assisting with the development of project proposals for NGOs					
4.3 Organizing training courses on management, participation an institutional development.					
4.4 Networking with NGOs and support organizations					
4.5 Responding to NGO/CBO requests for information.			4.2: case study on Kalam integrated development project (module for collaborative management) i) input to SCOPE's proposal on legal aid for the environment		
		4.2: assistance to TRC with project proposal development for external evaluation i) assistance to Sindh Wildlife department on project proposal for saving marine turtles ii) One project proposal developed and submitted to PRG for strengthening PRA capacity in Pakistan			

Activities	Outputs July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997	Planned Outcomes	Achieved Outcomes
	<p>4.3:</p> <ul style="list-style-type: none"> i) training programme in strategic planning for NGOs ii) training programme for training of trainers in participatory training methods iii) training course in financial management of NGOs <p>4.4:</p> <ul style="list-style-type: none"> i) strengthening of Sindnet 	<p>4.3:</p> <ul style="list-style-type: none"> i) Training programme in "strategy Development for NGOs" (done through Sindnet) ii) Training programme in Participatory Training Methods (done through Sindnet) iii) regional training course for Training of Trainers in Financial Management for NGOs iv) regional training programme for Training of Trainers in NGO Management v) Curriculum developed for the module on financial management for NGOs (AIT) vi) two training courses for alternative fund raising strategies for NGOs vii) Workshop on techniques for influence for IUCN staff 	<p>4.3:</p> <ul style="list-style-type: none"> i) One 6 day course on Women in Natural Resource management (35 persons trained) ii) NGDO Management Module on Accounting finalised 	<p>Stronger and influential networks</p>	<p>Training provided to NGOs on management have helped to build and contribute to a culture within the Pakistani NGO sector of management training and capacity building in Organizational development for staff/human resources of the NGO sector.</p> <p>The membership of the networks described under section 4.4 are increasing in number. In addition, the geographical location of these networks are also in the increase. This interest in networking is an indication of a stronger and growing NGO sector.</p>

Activities	Outputs July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997	Planned Outcomes	Achieved Outcomes
<p>5. Strengthening funding mechanisms for NGOs work on environment</p> <p>5.1 Study NCS funding procedures</p> <p>a) develop questionnaire for circulating to IUCN NGO members and mid to large level NGOs</p> <p>b) analyse responses received based on (a) and (b) as well as other existing funds, formulated recommendations for improved processes and monitoring systems</p> <p>5.2 Examine other funding mechanisms if they arise</p>	<p>Work not commenced</p>	<p>Work not commenced</p>	<p>5.1</p> <ul style="list-style-type: none"> • Report on NCS NGO Fund • Recommendations for improved processes and monitoring systems <p>5.2</p> <p>Improved access of NGOs to environment funds</p>	<p>Recommendations are adopted by the government/fund management committee</p> <p>Indicators</p> <ul style="list-style-type: none"> • # and type of recommendations accepted <p>Good quality/effective funding mechanisms reflecting (IUCNP/PEP) the aims and objectives</p>	<p>Too early to report against this outcome</p> <p>Too early to report against this outcome.</p>

Activities	Outputs July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997	Planned Outcomes	Achieved Outcomes
<p>6. Enhancing the environmental management capacity of NGOs</p> <p>6.1 Provide technical assistance and guidance to selected NGO organizations in developing environmental management projects, preparing funding proposal (for donors) and establishing productive linkages with donors</p> <p>6.2 assist NGOs in recruiting qualified environmental staff</p> <p>6.3 provide training to NGOs/CBOs in environmental management techniques, participatory methodologies (e.g. PRA) and gender issues</p> <p>6.4 Provide technical assistance in the field to selected CBOs</p> <p>6.5 Promote increased collaboration between CBOs and the relevant government agencies</p>	<p>6. ground work for this project was carried out in this year. Specific outputs were:</p> <p>i) proposal on Primary Environmental Care</p> <p>ii) initial scoping visit to interior Sindh based on which a report was prepared</p>	<p>6.1: Technical assistance to 5 NGOs on NRM for interior Sindh</p> <p>6.3: i) workshop to link forestry department with CBOs working in interior Sindh</p> <p>ii) Training workshop on integrated approaches for land rehabilitation and conservation</p> <p>iii) Training workshop on sustainable agriculture</p> <p>iv) Global Policy workshop for IUCN members and staff</p> <p>v) regional workshop on Collaborative management</p> <p>vi) Participation in Forest, Trees, People and Projects Regional Network</p>	<ul style="list-style-type: none"> Working partnerships developed with at least five major NGOs and technical assistance and guidance provided on a regular basis, especially for project development and proposal writing Assistance provided in staff recruitment and TOR preparation Six training courses organised for NGOs/CBOs 60 - 80 staff/CBO members trained Environmental management activities initiated with 15 CBOs in 1996/CBO in 1997/98 and 15 CBOs in 1998/99 # of collaborative meetings/contact held between selected CBOs and government agencies. 	<ul style="list-style-type: none"> Environmental concerns incorporated into ongoing programmes/projects <i>Indicators:</i> <ul style="list-style-type: none"> #/type of environmental practices adopted in areas such as agriculture, livestock, education, advocacy, etc. Environment management capacity of the selected NGOs strengthened <i>Indicators:</i> <ul style="list-style-type: none"> # of environmental staff; #/type and value of environmental projects initiated Greater CBO involvement in field level environmental initiatives # & type of field level activities Selected CBOs access to Govt. services enhanced <i>Indicators:</i> <ul style="list-style-type: none"> # & type of govt. agencies contacted; Magnitude and type of govt. support 	<p>The outcome of the technical assistance and training provided to the support organisations and their partners are in the form of system level land rehabilitation and sustainable agriculture development plans/proposals.</p> <p>IUCN has been successful in enhancing the capacity of a partner NGO in the area of NRM and have also used this opportunity to expose government departments to participatory methods/forms of NRM.</p> <p>Activities in this project have also contributed to the overall objective of involving local communities in the implementation of the NCS. Two such examples are land rehabilitation in Larkana district and the community financed irrigation system rehabilitation in Hyderabad district. Assistance at the small scale level has led to the capacity building of partner organisations for larger system based rehabilitation issues. This, in particular, is exhibited by the work carried out by SPO in Ghotki where the CBOs working on community level land rehabilitation issues are beginning to pick up larger/overall natural resource conservation issues.</p> <p>It is too early to measure this outcome.</p>

Activities	Outputs July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997	Planned Outcomes	Achieved Outcomes
<p>7. Integration of Gender perspective in IUCN, PEP and all other programmes</p> <p>7.1 formulation of an IUCN committee on gender concerns</p> <p>7.2 formulation of an IUCN committee on gender concerns for IUCN Pakistan's Gender Strategy</p> <p>7.4 Monitoring and reporting on progress on the gender strategy's implementation</p> <p>7.5 assistance to PEP partners in the development of gender policies and strategies</p> <p>7.6 Assistance to government PEP units on monitoring implementation of the gender strategy</p> <p>7.7 Organizing trainings:</p> <ul style="list-style-type: none"> • internally • externally 	<p>Gender not part of NGO/CS Unit's workplan at that time</p>	<p>Gender not part of NGO/CS Unit's workplan at that time</p>	<ul style="list-style-type: none"> • Policies and Strategies completed (working/active) committee on Gender concerns • progress monitoring report on gender integration in IUCN <p>Note: Output for activity sections 7.5 and 7.6 to be determined as work progresses with PEP partners</p>	<p>IUCN's Gender Committee is picking up and addressing issues concerning gender</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Minutes of meetings of Gender committee • Feedback from Committee members (memos & minutes of the meetings, etc.) • Feedback from IUCN staff in general (minutes of IUCN staff meetings) <p>Policy & strategy for IUCN Pakistan is implemented</p> <p>Indicators</p> <ul style="list-style-type: none"> • Hiring & personnel practices (are they gender sensitive) • Gender issues reflected in project or no • Staff composition (male vs Female) (managerial, secretarial) <p>Movement towards implementing a gender policy & strategy by other PEP Partners</p> <ul style="list-style-type: none"> • Hiring & personnel practices (are they gender sensitive) • Gender issues reflected in project or not • Staff composition (male vs female) (managerial, secretarial) 	<p>Many of the points of the gender policy are under implementation within IUCN's administrative procedures. For instance, in the recruitment of staff for the Upland Rehabilitation project, specific question were put in the interviews process to determine the candidates gender sensitivity. Gender sensitivity criteria were incorporated for all positions.</p> <p>No progress made towards this outcome.</p>

Activities	Outputs July 1994 - June 1995	July 1995 - June 1996	July 1996 - June 1997	Planned Outcomes	Achieved Outcomes
<p>8. Strengthened NGO/Community Support Unit and IUCN Pakistan</p> <p>8.1 Reading recent literature on development</p> <p>8.2 attending seminars and workshops related to the NGO units' work</p> <p>8.3 Input and comments on the work of other IUCN Pakistan units as well as regional offices and headquarters</p> <p>8.4 participation and attendance at PCC, PRG and other internal discussion forums of IUCN</p>	<p>8.2: participation in ATT meeting in Bangalore</p> <p>ii) evaluation of Indian NGO - CWG</p> <p>iii) participation in Participatory training methods training</p> <p>iv) Participation I inception workshop of the Biodiversity Project</p> <p>v) identification of training needs of NGOs in Vietnam (consulancy)</p> <p>8.3:</p> <p>i) Indicators for NGO component on PEP</p> <p>ii) NGO component for PEP inception report</p> <p>iii) assistance to SPCS on the NGO sub strategy</p> <p>iv) assistance to the Coastal Ecosystem Unit and the Education Unit to change the strategy of working-- from implementation to facilitation/coordination</p>	<p>8.2:</p> <p>i) participation in curriculum development workshop for NGO Management Training</p> <p>ii) Consulancy for ATT NGO management training programme to identify training needs of Afghani NGOs</p> <p>iii) Consulancy to assess ,management training needs of Vietnamese NGOs</p> <p>iv) participation and presentation of paper on "role of private sector in poverty alleviation in Asia" at IFAD conference on Poverty Alleviation</p> <p>8.3:</p> <p>ii) participation in fixed meeting week at IUCN HQ</p>	<ul style="list-style-type: none"> • # of seminar's & workshops related to NGO Unit's work attended • Input/comments given on the work of other IUCN units • # of PCC & PRG meetings attended 	<ul style="list-style-type: none"> • NGO unit is contributing effective/useful advice to the Pakistan Programme 	

**COMMUNICATIONS UNIT (CU)
IUCN PAKISTAN
OUTPUTS AND OUTCOMES MATRIX
JULY 1994 - JUNE 1997**

ACTIVITIES	OUTPUTS			OUTCOMES	
	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997	Planned Outcomes	Achieved Outcomes
<p>1. To enhance the communications capacity of PEP partners for the purposes of NCS implementation and related programmes</p> <p>Activity 1.2 Support the Environment Section in their communications work</p>	<ul style="list-style-type: none"> • Assisted in writing a concept paper "Capacity Building in Environmental Communication - the NCS Unit's Role in Information Dissemination". • Assisted NCS Unit in publishing the <i>NCS Project Portfolio of Action 1993-1998</i>. <p>Reviewed the "Mass Awareness Campaign at the Grassroots Level" for the NCS Unit.</p> <ul style="list-style-type: none"> - Identified journalists who could write on environmental issues. - Assisted in costing two 30-second spots on environment. - Wrote text for a national poster competition. - Developed a public awareness project proposal for a mobile Truck Art environmental exhibition. 	<ul style="list-style-type: none"> • Assisted the NCS Unit in hiring their key technical staff, particularly the Communication Officer. • Attended and provided input in a planning workshop for developing the NCS Unit's strategy for environmental awareness and education. 	<ul style="list-style-type: none"> • The head of the NCS Unit together with the Communication Officer attended IUCN's World Conservation Congress in Montreal and participated in the Commission on Education and Communication meetings. 	<p>Enhanced capacity within the NCS Unit for communications</p> <ul style="list-style-type: none"> • Communication planning moves from ad-hoc to strategic basis 	<ul style="list-style-type: none"> • NCS Unit staff received greater exposure to communication planning both nationally and internationally, to enable them to develop their own communication strategy

<p>Activity 1.3 Support SDPI in their communications work</p>	<ul style="list-style-type: none"> • Attended two PEP partners meetings. • SDPI staff wrote for T-WA. • Coordinated the development of draft PEP gender strategy by SDPI staffer. • Assisted in the media coverage of the 2nd SDPI-IUCN distinguished lecture. • Supported advocacy work: against a chlor-alkali plant to be imported in and set up in the Punjab. 	<ul style="list-style-type: none"> • Evaluated SDPI's Communication Unit. • Managed the publishing of SDPI's <i>Citizen's Report</i>. • Participated in journalists' workshop for environmental reporting with SDPI/USIS. 	<ul style="list-style-type: none"> • Joint planning and further assistance was dependent on the outcome of SDPI's management review. 	<ul style="list-style-type: none"> • Ability to develop and implement own communication plan • Number of staff • Number of new communications projects • Resources allocated • Enhanced capacity within Environment Section for communications • Engage in communications work • Resources allocated • Enhanced capacity within SDPI for communications • Achievement level of planned activities 	<ul style="list-style-type: none"> • Advocacy led to the creation of a communications post and the subsequent hiring of Communication Officer
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ACTIVITIES	OUTPUTS			OUTCOMES	
	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997	Planned Outcomes	Achieved Outcomes
<p>2. To facilitate the development of provincial conservation strategies</p> <p>Activity 2.1 Provide input into the communications work required to develop the BCS</p>	<ul style="list-style-type: none"> Was not born then. 	<ul style="list-style-type: none"> Was not born then. 	<ul style="list-style-type: none"> A pre-launch ceremony for the media and a launch ceremony for the BCS conducted. CU staff took part in a PTV-organised discussion on the BCS The need for a BCS CO's post identified and TORs developed and revised. Three rounds of interviews for the CO's post held. BCS team orientated. A BCS brochure in English produced. 	<p>Communications becomes an integral part of provincial conservation strategies</p> <ul style="list-style-type: none"> Strategy supported by communications plan Communication as a cross-cutting theme in each of the sector papers commissioned Communications capacity building of IUCN project staff and partners Communication as a sub-strategy within the provincial conservation strategies 	<ul style="list-style-type: none"> Have the necessary building blocks for developing a communication strategy for the BCS: <ul style="list-style-type: none"> - CO hired - Workplan developed - Resources available Enhanced electronic and print media coverage of BCS and its issues
<p>Activity 2.2 Provide input into the communications work required to develop the NACS</p>	<ul style="list-style-type: none"> Was not born then. 	<ul style="list-style-type: none"> Was not born then. 	<ul style="list-style-type: none"> Launch ceremony conducted for the NACS 	<ul style="list-style-type: none"> Increased media understanding and awareness of provincial strategies Amount and quality of media coverage provided for the promotion of the provincial conservation strategies 	<ul style="list-style-type: none"> Wide coverage of the NACS by the local media.

ACTIVITY	OUTPUTS			Planned Outcomes	Achieved Outcomes
	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997		
<p>Activity 2.3 Provide input into the communications work required to develop the AJKCS</p> <p>3. To facilitate the implementation of provincial conservation strategies</p>	<ul style="list-style-type: none"> Work not started as yet. 	<ul style="list-style-type: none"> Work not started as yet. CU staff part of the team presenting to the AJK Chief Secretary. 	<ul style="list-style-type: none"> Work on not started yet. 		
<p>Activity 3.1 Assist with the implementation of the SPCS communication strategy</p>	<ul style="list-style-type: none"> Developed TORs for SPCS CO. The CO orientated and assisted in developing the communication strategy for the SPCS. 	<ul style="list-style-type: none"> Initiated the process of publishing the SPCS document. Support was provided to SPCS CO in arranging various communication activities. setting up of RT Finalisation of sub-strategy 	<ul style="list-style-type: none"> SPCS document published Assisted in an orientation workshop for TV producers. The Communication Roundtable formed an ulama sub-committee, with support from CU. Work on SPCS film started. Concept paper on EIMC written. Assisted in the mid-term review of SPCS. A popular version of SPCS in English was published. Work on SPCS popular version in Urdu initiated. CU staff served on the Sahad Programme Task Force. 	<ul style="list-style-type: none"> Communications strategy accepted and implemented Degree of implementation 	<ul style="list-style-type: none"> The SPCS communication strategy is being implemented: Regular meetings of the roundtables. An NGO partner is taking forward the ulama communication project. The preliminary consultation on the EIMC concept funded by ICMOD.
<p>4. To assist in capacity building the media for environmental reporting</p> <p>Activity 4.1 Expose the media, and particularly the press, to environmental issues</p>	<ul style="list-style-type: none"> Attended to queries on environmental issues. Unit's staff participated in radio and television discussions on environment. Investigative reports commissioned from journalists. 	<ul style="list-style-type: none"> Attended to queries on issues from the media. Conducted a five-day workshop on industrial pollution, wildlife and forestry issues for Urdu journalists. Information and technical advice provided to television producers. Eight investigative reports commissioned from journalists, and seven published. Provided resource person to a workshop for rural journalists, organised by Pakistan Press Foundation and Pakistan Press International. 	<ul style="list-style-type: none"> Information provided to journalists and TV producers on environmental issues. An orientation workshop, in collaboration with the Karachi Union of Journalists, was conducted for 20 journalists. Four fellowship and two investigative reports published. The planning session and the first preparatory meeting of PFEJ held. 	<ul style="list-style-type: none"> Increased and improved reporting on environmental issues Increased coverage in the Urdu and regional press Articles on a wider range of environment and development issues 	<ul style="list-style-type: none"> Journalists' own body (KUJ) interested in training its own members in environmental reporting. Enhanced coverage by media organisations: Regular reporting, especially in the Sindh press. On average, 10-15 queries per month are being directed to CU staff.

ACTIVITY	OUTPUTS			OUTCOMES	
	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997	Planned Outcomes	Achieved Outcomes
<p>5. To disseminate information on the environment</p> <p>Activity 5.1 Manage IUCN's specialised reference library on the environment in Karachi, Peshawar and Islamabad</p>	<ul style="list-style-type: none"> • Around 400 books were classified and catalogued. • Cataloguing computerised. • Information provided to journalists and other stakeholders. 	<ul style="list-style-type: none"> • Around 600 books for the Karachi library and 120 for other libraries classified and catalogued. • A periodical list was created. • Information provided to journalists and other stakeholders. 	<ul style="list-style-type: none"> • Around 700 new books for the Karachi library and 150 new books for Islamabad library were classified and catalogued. • Monthly lists of new arrivals circulated in IUCNP, and also sent to eco-list subscribers of SDNP. • Increased visitors • Links for referral system built with nine Karachi libraries. 	<p>Information on the environment more readily accessible</p> <ul style="list-style-type: none"> • Volume and type of requests and number met • Amount of information on specific topics e.g. biodiversity 	<p>648 queries were attended to by the librarian and the information sought was topic-specific such as: water, air pollution, solid waste management and deforestation.</p>
<p>Activity 5.2 Ensure that IUCNP publishes on a wide range of environmental issues</p>	<ul style="list-style-type: none"> • Published four issues each of <i>The Way Ahead</i> and <i>NCS Jareeda</i>. • Initiated the process of producing the Punjabi and Sindhi versions of the <i>NCS Jareeda</i>. • Published and distributed <i>The Story of the Pakistan NCS</i>. • Published three NCS sector papers. • Assisted Shirkat Gah in producing six issues of <i>Hamara Mahol</i> (wall newspaper). 	<p>Published:</p> <ul style="list-style-type: none"> • Four issues of TWA and <i>NCS Jareeda</i> each. • English popular version of NCS. • <i>Parks for Life...</i> • <i>Pakistan Protected Areas Meeting</i> • <i>Proceedings of the Karakoram Workshop: Karakoram Himalaya: Source Book</i>. • Two issues of <i>Jungle</i>, a forestry newsletter. • Margalla Hills National Park poster. • Assisted in publishing two Punjabi and one Sindhi issues of the <i>NCS Jareeda</i>. • Assisted in publishing six issues of <i>Hamara Mahol</i>. 	<ul style="list-style-type: none"> • Three issues of TWA and four issues of the <i>NCS Jareeda</i> were published. • The NCS popular version in Urdu published. • A Margalla Hills National Park brochure in English and Urdu produced. • A brochure, folder and project sheets for SDC 30th anniversary in Pakistan were produced. • Supervised the production of <i>Beyond Fences</i> for IUCN HQ. • Edited and published the <i>IUCNP Annual Report 1995</i>. 	<p>Awareness of environmental issues is raised</p> <ul style="list-style-type: none"> • Distribution lists • Readers feedback 	<p>Each quarterly is mailed to 3,500 people and, on average, 30 subscription requests are received.</p> <ul style="list-style-type: none"> • Comments received in the shape of letters.

<p>Activity 5.3 Assist in the development of the Sustainable Development Networking Programme</p>	<ul style="list-style-type: none"> Assisted SDNP in establishing a node in Karachi; supervised purchase of equipment, hiring of two staff, process of handling customers and financial systems. Till June 95, roughly 300 nodes were set up. 	<ul style="list-style-type: none"> Responsible for the management of the project. Approximately 1,100 new nodes created in Karachi. Put TWA and NCS Jareeda on SDNP's electronic network. Information on development & related issues provided to SDNP's subscribers. 	<ul style="list-style-type: none"> Provided management support Between September 96 and March 97, 750 new nodes were created in Karachi which now had a total of 2,022 nodes. A tripartite review meeting held to review SDNP's future. SDNP's next phase proposal process overseen. 	<p>Wider distribution of environmental information</p> <ul style="list-style-type: none"> Rough estimate of the number of people accessing the information 	<ul style="list-style-type: none"> Around 2,022 subscribers using e-mail and services such as newsgroups and mailing lists in Karachi.
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ACTIVITY	OUTPUTS			OUTCOMES	
	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997	Planned Outcomes	Achieved Outcomes
<p>6. To assist IUCN Pakistan become an effective advocate of sustainable development in Pakistan.</p> <p>Activity 6.1 Assist the other IUCN units in their communications work</p>	<ul style="list-style-type: none"> • Ads developed and placed for IUCN units 	<ul style="list-style-type: none"> • Edited and formatted reports for IUCN units. • Assisted the NGO CS Unit in organising an advocacy workshop 	<ul style="list-style-type: none"> • NGO/CS Unit assisted in producing a video film on an irrigation issue around the Rahuki canal • Assisted in press coverage for a forestry workshop, held in Islamabad. • Training in Quarkxpress provided to IUCN units and staff. 	<p>Communications capacity developed within IUCNP Units</p> <ul style="list-style-type: none"> • Number of targeted communications by IUCN units • Reduced reliance on CU 	<ul style="list-style-type: none"> • The 1996 IUCNP Annual Report is more donor-oriented. • Decentralised publishing activities: <ul style="list-style-type: none"> - In the Sarhad Programme Office (SPCS popular version in English). - Biodiversity Project in Gilgit (People and Biodiversity Newsletter).
<p>Activity 6.2 Provide input into the communications work on the biodiversity projects</p>	<ul style="list-style-type: none"> • Produced "The Road to Hushey" video. • Developed two posters: one on raising awareness of the importance of biodiversity and the other on Deosai Plateau. 	<ul style="list-style-type: none"> • An orientation workshop on biodiversity was held for 18 journalists. • A communication paper prepared for the Biodiversity Action Plan • A three-day workshop on communication and education was conceptualised for the Biodiversity Project. 	<p>Effective project communications</p> <ul style="list-style-type: none"> • Project specific indicators 	<ul style="list-style-type: none"> • More coverage of biodiversity issues in the media: <ul style="list-style-type: none"> - Radio documentary produced and broadcast by one of the biodiversity workshop participants via Radio Skardu. 	
<p>Activity 6.3 Provide input into the communications work on the uplands rehabilitation project</p>	<ul style="list-style-type: none"> • Was not born then. 	<ul style="list-style-type: none"> • Was not born then. 	<ul style="list-style-type: none"> • Assisted in the development and placement of advertisements for recruiting various staff. • TORs for EC communication officer developed. 	<p>Effective project communications</p> <ul style="list-style-type: none"> • Project specific indicators 	

ACTIVITY	OUTPUTS			OUTCOMES	
	July 1994-June 1995	July 1995-June 1996	July 1996-June 1997	Planned Outcomes	Achieved Outcomes
<p>7. To contribute to the development of a well-rounded IUCN programme</p> <p>Activity 7.1 Provide support to the development of the Communication Unit</p>	<ul style="list-style-type: none"> Organised a PRA workshop as NCS demo project to further develop the communication skills of staff. Participated in an internal LFA and M&E exercise organised for IUCN staff for PEP. Oriented and trained the new editor hired for TWA. 	<ul style="list-style-type: none"> One staff member sent to a Panos/Shirkat Gah workshop on environmental journalism in Faisalabad. Librarian attended a three-month course in library computerisation. One staff received training in English writing skills. Started exploring the feasibility of commercializing TWA and NCS Jarreda. 	<ul style="list-style-type: none"> A staff member attended the '96 Widscreen Film Competition. Worked on the development of the RBMs. A six-month probationary review of new staff has helped focus on outputs and outcomes. One staff member participated in gender sensitization workshop. One staff member appointed Advocacy Coordinator and workplan developed. New editor for TWA hired. 	<ul style="list-style-type: none"> More effective Communications Unit Adherence to workplan CU's input into the activities of other IUCNP units Decentralisation of communications work 	<ul style="list-style-type: none"> CU has a functional workplan in place. Increased and more proactive inputs into IUCNP's programmes and projects. Development of publishing capacity outside CU
<p>Activity 7.2 Provide support to the development of the IUCNP Programme</p>	<ul style="list-style-type: none"> Participated in the MAS workshop on planning for PEP. Contributed to the PITS/M&E workshop. CU staff served on various IUCNP's committees and task forces. Held review meetings with donors. 	<ul style="list-style-type: none"> CU staff served as members on various committees. Held review meetings with donors. 	<ul style="list-style-type: none"> Participation in various committees. Held review meetings with donors. One staff member provided support to the CR as a member of the CR support team. 	<ul style="list-style-type: none"> IUCNP effective in administering its policies and programmes IUCNP management indicators 	<ul style="list-style-type: none"> Communication input into proposal and project development is now a regular feature. Input into administrative and management support.
<p>Activity 7.3 Provide support to IUCN-HQ global Communications activities</p>			<ul style="list-style-type: none"> Promoted the WCC in the local press by organising a major press conference. 	<ul style="list-style-type: none"> IUCNP well represented in IUCN internationally Communications policy for IUCN reflects experience of region 	<ul style="list-style-type: none"> The Communications Unit and IUCNP are invited to participate in internal and external forums.

UNIT ANALYSIS

NATURE OF FUNDS UTILISATION

- A. LAW PROGRAMME DIRECT OUTPUTS
 - 1. Seed/Proposal Development Funding Source
 - ◇ NORAD Frame Agreement II
 - ◇ Model Wildlife Legislation
 - ◇ Protected Areas Management Plan (Legal component of draft PAMP proposal)
 - ◇ Legal Aid proposal (SCOPE)
 - 2. Primary Funding Source
 - ◇ Kirthar National Park Legal Advice
 - ◇ EAS Company Legal Advice
 - ◇ Environmental Law Request Trainings
 - ◇ Pakistan Environmental Law Association
 - 3. Co-funding Source
 - ◇ Pakistan Environmental Protection Act
 - ◇ NWFP Environment Act
 - ◇ Biodiversity Action Plan Legal Chapter
 - 4. Supplementary Funding Source

UNIT ANALYSIS

NATURE OF FUNDS UTILISATION

A. BUSINESS PROGRAMME DIRECT OUTPUTS

- 1. Seed/Proposal Development Funding Source**
 - ◇ Green Accounting Initiative first phase project proposal
 - ◇ Trade and Sustainable Development: Capacity building proposal
- 2. Primary Funding Source**
 - ◇ Trade and Environment Report: Ninth Five Year Plan
 - ◇ Participation in Industry Stakeholder forums (ETPI, NEQS etc)
- 3. Co-funding Source**
 - ◇ Textile Sector and Paper and Pulp Sector Roundtables
 - ◇ National Environment Fund Source book
 - ◇ Biodiversity Action Plan Legal Chapter
- 4. Supplementary Funding Source**
 - ◇ Debt for Nature Swaps Study

UNIT ANALYSIS

NATURE OF FUNDS UTILISATION

C. INTERNAL OUTPUTS

- 1. Maintenance and Extension of Knowledge**
 - ◇ Research and Reading Materials
 - ◇ Attendance at Programmatic Related Seminars (e.g. SDPI Annual Sustainable Development Conference)
- 2. Exploration of Linkages and Programmatic Directional Changes**
 - ◇ Economics Discussion Groups
 - ◇ Economics and Financing Related Research
- 3. Strategising and Programmatic Planning**
 - ◇ Draft Law Programme Strategy
 - ◇ Draft Business Programme Strategy
 - ◇ Results Based Matrices

UNIT ANALYSIS

NATURE OF FUNDS UTILISATION

4. **Strengthening of Interdisciplinary Linkages and IUCNP Programme Coherence and Quality Enhancement Mechanisms**
 - ◇ Project Review Group
 - ◇ Programme Coordination Committee
 - ◇ Unit-Head Meetings
 - ◇ Triennial Planning Exercises
5. **Workplanning**
6. **Capacity Building**
7. **General Finance and Administration**

UNIT ANALYSIS

WHAT DOES PEP FUNDING DO?

1. Finance internal outputs which impact directly on Programmatic substance, quality, coherence and Interdisciplinary linkages.
2. Provides the seed funding and proposal development funding which in turn increases the extent of programmatic focus and funding, for example, the funding of the development of the NORAD Frame Agreement means the PEP is the seed for current projects in AJK Forestry Reform and Biodiversity access Legislation
3. Co-funds projects which are otherwise insufficiently financed and without which the project could not proceed, for example, the IUCN Staff time for the Pakistan Environmental Protection Act
4. Supplements under- financed projects where the original budget proves insufficient and supplementary funds are needed to ensure completeness and quality of a valued product and anticipated outcome (for example, Debt for Nature Swaps Study)

UNIT ANALYSIS

BUSINESS AND LAW UNIT

WHAT DOES PEP FUNDING DO?

5. Primary Funding source for:
 - ◇ Projects which are unplanned but considered important (for example, Kirthar National Parks, Trade and Environment Report for Ninth Five Year Plan, Environmental Law Request Trainings)
 - ◇ Linkages building for the outreach of programme objectives for example, Pakistan Environmental Law Association and Participation in Industry Stakeholder Forums)
 - ◇ IUCNP Long Term Strategic Plans (for examples, EAS Company Legal Advice)

LAW PROGRAMME

EVOLUTION OF OBJECTIVES

- 1991 Environmental Law Services: to respond to requests from Government to review/redraft environmental legislation.
- 1994 Additional Objective: to promote the enforcement of environmental law.
- 1996 The development of effective environmental legislation and facilitating its compliance.
(Current)

LAW PROGRAMME

RESULTS AND OUTCOMES 1991-1995

1. Pakistan Environmental Protection Act

Result

Draft Pakistan Environmental Protection Act

Outcomes

Pakistan Environmental Protection Act, 1997 passed into law, December 1997

The broadly-based consultative process of producing the Act has resulted in similar expectations for other environmental laws.

Funding Sources

BMW: Activities and consultancy fees
NORAD: Public consultations
PEP: IUCN Staff time

LAW PROGRAMME

RESULTS AND OUTCOMES 1991-1995

2. NWFP Environment Act

Result

Draft NWFP Environment Act, 1998

Outcomes

Draft is currently being modified to accord with the Federal Act.

The innovative approach of this draft by the inclusion of environmental rights has set a precedent for other provincial environmental legislation has raised expectations .

Funding Sources

SPCS: Consultancy fees

BMZ: Activities

PEP: IUCN Staff time

LAW PROGRAMME

RESULTS AND OUTCOMES

1991-1995

3. Margallah Hills Act

Results

Draft Margallah Hills Act, 1995

Outcomes

Fulfillment of a government request. Not enacted.

Funding Source

NORAD: IUCN Staff time and activities

Mr Zahid Hamid: Pro bono consultancy work

4. Islamabad (Green Areas) Act

Results

Draft Islamabad (Green Areas) Act, 1995

Outcomes

Fulfillment of a government request. Not enacted.

LAW PROGRAMME

RESULTS AND OUTCOMES 1991-1995

Funding Source

NORAD: IUCN Staff time and activities
Mr Zahid Hamid: Pro bono consultancy work

5. **Environmental Law Seminars**

Result

Seminars held for judiciary on environmental law

Outcomes

Better informed judiciary. Followed by increased levels of judicial activism in environmental law.

Funding Source

Unverified (pre-PEP)

LAW PROGRAMME

RESULTS AND OUTCOMES 1996-1997

A. ENVIRONMENTAL LEGISLATION

1. Pakistan Environmental Protection Act, 1997

Results

Pakistan Environmental Protection Act, 1997 passed into law, December 1997

Outcome

Effective framework environmental legislation is in place.

Funding Sources

BMZ: Activity costs

PEP: Staff costs

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ENVIRONMENTAL LEGISLATION continued

2. NWFP Environment Protection Act

Results

Draft NWFP Environmental Protection Act, 1998

Outcome

Draft is currently being modified to accord with the Federal Act.

Funding Sources

BMZ: Activity costs

PEP: Staff costs

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ENVIRONMENTAL LEGISLATION continued

3. NWFPP Good Governance Act

Results

Good Governance Report and draft Act

Outcome

First provincial report setting out ground-level recommendations for good governance together with legislative implementation mechanisms forming a reference point for subsequent debate.

Funding Source

SPCS

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ENVIRONMENTAL LEGISLATION continued

4. Model Wildlife Legislation

Results

Workshop Report on Preliminary Consultation Draft Pakistan Wildlife Policy
First draft Model Wildlife law due January 1998

Outcome

Draft Wildlife Policy has formed the starting point for provincial government debate on wildlife law reform.

Funding Sources

Biodiversity Project: All IUCNP work and activities
PEP: Preliminary workshop participation by Unit
ELC: International Consultant fees

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ENVIRONMENTAL LEGISLATION continued

6. Azad Jammu and Kashmir Forestry Law Reforms

Results

Draft Legal Review (under revision)

Outcome

The legal review will form the basis for the legislative reforms.

Funding Sources

NORAD: Primary source

AJK Government (NRMF): Secondary source

LAW PROGRAMME

RESULTS AND OUTCOMES 1996-1997

A. ENVIRONMENTAL LEGISLATION continued

7. Biodiversity Access Legislation Proposal

Results

Draft Project Proposal (under revision)

Outcome

It is hoped that the finalised proposal will lead to funding for the full policy and legislative project.

Funding Sources

NORAD

LAW PROGRAMME

RESULTS AND OUTCOMES 1996-1997

B. LEGAL SUPPORT FOR IUCN PROJECTS

1. Biodiversity Action Plan

Results

Legal Review of existing legislation and recommended legislative reforms.

Outcome

Legal issues contribution to the Biodiversity Action Plan

Funding Sources

BAP Project: Activity costs

PEP: Staff costs

LAW PROGRAMME

RESULTS AND OUTCOMES 1996-1997

B. LEGAL SUPPORT FOR IUCN PROJECTS continued

2. Protected Areas Management Plan

Results

Legal component of draft PAMP proposal

Outcome

Compliance with World Bank requirements. PAMP project proposal, however, subsequently withdrawn.

Funding Sources

PEP: Staff costs

3. Sarhad Provincial Conservation Strategy

See items A2 (NWFP Environment Act) and A3 (Good Governance Legislation) above.

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

- B. LEGAL SUPPORT FOR IUCN PROJECTS continued
4. Biodiversity Project
- Results (a)*
See item A4 (Model Wildlife Legislation) above.
- Results (b)*
See Business Programme items A3 (National Environment Fund) and item A4 (Mountain Areas Conservancy Fund) (joint business and law inputs).
- Results (c)*
Pro forma Village Conservation Fund Agreement
- Outcome (c)*
Basis of community level funding initiatives in support of Biodiversity Project objectives.
- Funding Source (c)*
Biodiversity Project

LAW PROGRAMME

RESULTS AND OUTCOMES 1996-1997

B. LEGAL SUPPORT FOR IUCN PROJECTS continued

4. Biodiversity Project continued

Results (d)

Legal component of draft MACP proposal

Outcome (d)

Institutional support factored into for MACP proposal.

Funding Source (d)

Biodiversity Project

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

B. LEGAL SUPPORT FOR IUCN PROJECTS continued

5. Kirthar National Park (CRO)

Results

Legal Issues Memorandum Legal Opinion (January 1998)

Outcome

Sets out the legal position as the basis of making informed decisions on future steps to resolve dispute.

Funding Source
PEP

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

B. LEGAL SUPPORT FOR IUCN PROJECTS continued

6. EAS Company (CRO)

Results

Legal Issues Memorandum and responses.

Outcome

Sets out the legal position as the basis of making informed decisions on future steps.

Funding Source

PEP

LAW PROGRAMME

RESULTS AND OUTCOMES 1996-1997

C. ENVIRONMENTAL LAW TRAINING

1. Request Trainings

Results
Environmental law training materials

Outcomes
NIPA Training: basic knowledge of Pakistan Environmental Protection Act imparted to senior civil service.

KUJ Training: basic knowledge of Pakistan Environmental Protection Act imparted to Urdu-medium journalists.

Funding Source
PEP

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

D. ENVIRONMENTAL LAW RESOURCE FACILITY

1. Layperson's Guide to Environmental Cases

Results

Draft guide to handling of environmental cases by non-lawyers.

Outcomes

As yet unpublished.

Funding Source

NORAD

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

D. ENVIRONMENTAL LAW RESOURCE FACILITY
continued

2. Lawyers' Reference Companion Volume to Layperson's Guide to Environmental Cases

Results

Draft reference volume for lawyers intended as a companion to the Layperson's Guide to Environmental cases.

Outcomes

As yet unpublished.

Funding Source

NORAD

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

D. ENVIRONMENTAL LAW RESOURCE FACILITY continued

3. LEGAL AID PROPOSAL

Results

Project proposal developed for IUCN member for legal aid in environment cases.

Outcomes

Member has sent proposal to several agencies with IUCN giving assistance with follow-up. The proposal has been well-received but has not as yet fallen within the relevant agencies' funding criteria.

Funding Source

PEP

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

D. ENVIRONMENTAL LAW RESOURCE FACILITY continued

4. Pakistan Environmental Law Association continued

- ◇ promote the development and effectiveness of environmental law
- ◇ encourage scholarship in environmental law through research and publication
- ◇ encourage the development of effective environmental legislation
- ◇ promote the study of environmental law at tertiary level
- ◇ encourage, facilitate and develop a centralised source of environmental law with open access
- ◇ promote training in environmental law for legal professionals
- ◇ promote or facilitate legal aid and assistance in environmental cases
- ◇ work in connection with the content, signature, ratification and implementation of international treaties

Funding Source

PEP

LAW PROGRAMME

RESULTS AND OUTCOMES

1996-1997

D. ENVIRONMENTAL LAW RESOURCE FACILITY continued

4. Pakistan Environmental Law Association

Results

Working Paper and Draft Constituent documents prepared.

Fourteen lawyers actively engaged in the formation of the Association.

Outcomes

Increased interest and awareness of environmental law within the legal community.

Anticipated multiplier effect of the promotion of environmental law through the work programme of the Association. Its objectives include:

RESULTS AND OUTCOME

1996-1997

E. LAW PROGRAMME FUNDING

1. NORAD Frame Agreement II Result

- ◇ Funding proposal for unspecified legislative projects and Environmental Law Training

Outcome

- ◇ Medium term programme funding secured from NORAD. Utilised for AJK Forestry Legislation (item A6) and Biodiversity Access Legislation (item A7) and Environmental Law Trainings (1998 work programme)

Funding Source
PEP

LAW PROGRAMME

INCORPORATION OF GENDER

A. GENERAL

The programme has always been conducted wholly by women. However, since it's substantive work programme is conducted largely through consultants, the full team for any one particular project will generally reflect a gender balance.

The programme has been accommodating in allowing, where possible, working arrangements for its staff, which reflect their family responsibilities.

B. ENVIRONMENTAL LEGISLATION

1. **Pakistan Environmental Protection Act, NWFP Environment Act:**
Public consultations held for draft laws addressed women separately.

2. **AJK Forestry legal review:**
This will incorporate the results of village level women's consultations.

LAW PROGRAMME

INCORPORATION OF GENDER *continued*

3. **Biodiversity Access Legislation proposal:**
This will incorporate a requirement that the benefits flow to women of the community as well.
- C. **ENVIRONMENTAL LAW RESOURCE FACILITY**
 1. **Layperson's Guide to Environmental Cases**
This includes special emphasis on case study demonstrating the efforts of community women in addressing local environmental issues. Gender sensitive language is used and it is planned to translate the guide into Urdu for greater access for women.
 2. **Pakistan Environmental Law Association**
Particular efforts have been made to include and engage women lawyers in the formation of the Association.

LAW PROGRAMME

ANALYSIS OF RESULTS

A. NATURE OF FUNDS UTILISATION

1. Seed/Proposal Development Funding Source

- ◇ Model Wildlife Legislation
- ◇ Protected Areas Management Plan (Legal component of draft PAMP proposal)
- ◇ Legal Aid proposal (SCOPE)

2. Primary Funding Source

- ◇ Kirthar National Park Legal Advice
- ◇ EAS Company Legal Advice
- ◇ Environmental Law Request Trainings
- ◇ Pakistan Environmental Law Association

3. Co-funding Source

- ◇ Pakistan Environmental Protection Act
- ◇ NWFP Environment Act
- ◇ Biodiversity Action Plan Legal Chapter

4. Supplementary Funding Source

BUSINESS PROGRAMME

EVOLUTION OF OBJECTIVES

1992 To facilitate an increased understanding and application of the principles of sustainable development by the business community

Main focus: the promotion of cleaner products and processes by the manufacturing industry.

Approach: acting as a facilitator between industrialists, government and trade unions.

1995 To encourage and facilitate the role of the business community in the implementation of the NCS: continuation of focus and approach.

BUSINESS PROGRAMME

EVOLUTION OF OBJECTIVES continued

1997 Division of programme into two primary focuses:

Economics and Financing Focus

To merge environment and economics in decision making (one of the three main NCS operating principles)

To develop financing options for the NCS (one of the four main implementation avenues identified in the NCS)

Industry Focus

To promote the development and enforcement of effective pollution controls (the first Industry policy of the NCS)

BUSINESS PROGRAMME

2011/12

RESULTS AND OUTCOMES 1992-1995

1. General Business Roundtables

Result

Roundtables held bringing together government, industry, NGOs and trade unions.

Formation of working groups to build upon the momentum initiated by the roundtables.

Outcomes

Established the precedent (subsequently adopted by both SDPI and ETPI in the structuring of their technology transfer programmes) and expectation of multi-stakeholder involvement in tackling the issue of industrial pollution.

Funding Sources

Unverified (pre-PEP)

BUSINESS PROGRAMME

RESULTS AND OUTCOMES 1992-1995

2. Roundtables on NEQS

Result

Roundtables held bringing together government, industry, NGOs and trade unions to discuss the National Environmental Quality Standards

Outcomes

Established the precedent (subsequently adopted by the government in the establishment of the Shams-Lakha Committee) and expectation of multi-stakeholder involvement in tackling the issue of industrial pollution in areas otherwise considered the prerogative of government.

Funding Sources

CIDA

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1992-1995

3. Roundtables for Technology Transfer Programme:
Textile Sector and Paper and Pulp Sector

Result

Using the results of research data from the SDPI Technology Transfer Programme, roundtables were held separately for the textile sector and paper and pulp sector to assess the results of the research and develop ways of addressing the problems.

Outcomes

The results of the roundtables fed into the subsequent phases of the SDPI Technology Transfer Programme for the promotion of clean technology in those sectors.

Funding Sources

Activity costs: SDPI

IUCN Staff costs: PEP

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ECONOMICS AND FINANCING FOCUS

1. Green Accounting Initiative

Results

Development of a proposal for a first phase project building awareness of green accounting.

Overview Paper for green accounting in Pakistan

Workshop held for relevant government, NGO and research institutions

Outcomes

Funding secured for first phase proposal.

The building of increased interest in the relevant quarters and the enthusiastic participation in the development of case studies for the promotion of green accounting.

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ECONOMICS AND FINANCING FOCUS *continued*

I. Green Accounting Initiative *continued*

Outcomes continued

The development of a draft second phase proposal.

Funding Sources

PEP: first phase proposal development

IUCN Washington: first phase implementation

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ECONOMICS AND FINANCING FOCUS continued

2. Trade and Environment

Results

Trade and Environment chapter, Government of Pakistan Ninth Five Year Plan Environment Paper.

Trade and Sustainable Development Capacity Building Project Proposal

Outcomes

Incorporation of trade and environment recommendations into the Ninth Five Year Plan process.

Capacity building project builds upon some of the recommendations of Ninth Five Year Plan report.

Funding Sources

PEP

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ECONOMICS AND FINANCING FOCUS continued

3. National Environment Fund

Result

Working manual: Developing a National Environment Fund in Pakistan Using Lessons Learned from the Field

Outcome

Sourcebook for development of proposed environmental funds in Pakistan (MACP Fund, Provincial Sustainable Development Funds)

Funding Sources

UNDP: Travel and accommodation
PEP/Biodiversity Project: co-funding of IUCN staff time and copying

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ECONOMICS AND FINANCING FOCUS continued

3. Mountain Areas Conservancy Fund

Results

Conservancy Fund component of draft MACP

Discussion Papers of Successive models of Conservancy Fund

Concept Paper for Steering Committee

Outcome

Long-term sustainable financing mechanism process developed for Biodiversity Project objectives.

Funding Sources

Biodiversity Project

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1996-1997

A. ECONOMICS AND FINANCING FOCUS continued

3. Debt for Nature Swaps

Result

Study on background of and prospects for debt for nature swaps in Pakistan.

Outcome

Increased understanding amongst government of alternative future funding mechanisms for environment projects.

Funding Sources

SPCS: First draft

PEP: Limited consultations and redrafting

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1996-1997

B. INDUSTRY FOCUS

I. Participation in Industry Stakeholder Forums (in consultation with EAS Unit)

Result (a)

Quarterly input into Environmental Technology Programme for Industry (ETPI) implementation concerning technology database, institutionalisation of environmental cells in member Chambers of Commerce, demonstration projects.

Outcome (a)

Established long-term links with industry within a forum in which to assist with the development of effective pollution controls.

Funding Source (a)

PEP

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1996-1997

B. INDUSTRY FOCUS continued

1. Participation in Industry Stakeholder Forums continued (in consultation with EAS Unit)

Result (b)

Regular participation in forums addressing National Environmental Quality Standards and the operation of the proposed pollution charge.

Outcome (b)

Alternative models of implementation made available to feed into the relevant recommendations.

Funding Source (a)

PEP

BUSINESS PROGRAMME

INCORPORATION OF GENDER

A. GENERAL

The programme was conducted wholly by women from 1992 to 1996. Gender balance was achieved with the expansion of the programme into the areas of economics and financing.

The programme has been accommodating in allowing, where possible, working arrangements for its staff, which reflect their family responsibilities.

B. PRE-1996

Planned inclusion of women in roundtable meetings.

C. ECONOMICS AND FINANCING FOCUS

1. Green Accounting Initiative

Networking efforts, workshop planning and case study consultancy allocation included significant numbers of women participating in taking the initiative forward.

2. National Environment Fund

Working manual stressed full stakeholder representation and engagement in the design and implementation of a national environment fund.

BUSINESS PROGRAMME

ANALYSIS OF RESULTS

A. NATURE OF FUNDS UTILISATION

- 1. Seed/Proposal Development Funding Source**
 - ◇ Green Accounting Initiative first phase project proposal
 - ◇ Trade and Sustainable Development: capacity building proposal
- 2. Primary Funding Source**
 - ◇ Trade and Environment Report: Ninth Five Year Plan
 - ◇ Participation in Industry Stakeholder Forums (ETPI, NEQS etc)
- 3. Co-funding Source**
 - ◇ Textile Sector and Paper and Pulp Sector Roundtables
 - ◇ National Environment Fund
- 4. Supplementary Funding Source**
 - ◇ Debt for Nature Swaps

BUSINESS PROGRAMME

RESULTS AND OUTCOMES

1996-1997

B. INDUSTRY FOCUS

1. Participation in Industry Stakeholder Forums (in consultation with EAS Unit)

Result (a)

Environmental Technology Programme for Industry (ETPI): quarterly input into programme implementation: technology database, institutionalisation of environmental cells in member Chambers of Commerce, demonstration projects.

Outcome (a)

Established long-term links with industry within a forum in which to assist with the development of effective pollution controls.

Funding Source (a)

PEP

**A YEARLY ACCOUNT OF PERFORMANCE AND
ACHIEVEMENTS OF SDPI
1993-1997**

Note for the Reader:

The following report is a yearly account of the performance and achievements of SDPI since 1993. This report is largely based on the information provided in the respective SDPI annual reports. It has been prepared by using the existing outline of SDPI's RBM to facilitate a comparative view of the performance and achievements of SDPI in each year. In this connection, it can be helpful for the MTR team, or for any other reader, to have an idea of the evolution and development of the Institute over the years.

PERFORMANCE AND ACHIEVEMENTS (1993-94)

1. MANAGEMENT AND SUPPORT SERVICES

i. Administration

The Institute attempted to infuse the vision of the NCS directly into its working. SDPI intended to be an organisation which sets an example for intellectual society as well as for the general public. Thus, in addition to being answerable for the quality of their research, SDPI members are public servants. An attempt was made to achieve this objective by institutionalising regular collective meetings, as well as emphasising the non-research side of the Institute. The meetings helped create a sense of community and mutual respect; they also created the possibility of bringing out larger social concerns and using them as prism to view SDPI efforts.

A similar experimental, open and participatory approach was undertaken in running the Institute. Although this method required more meetings, time and effort, than a top-down centralised approach, it allows faculty and staff a voice and a vote in decision-making. This in turn engendered responsibility, openness and creativity. Staff members, out of their own initiative, were able to undertake an internal evaluation of the Institute and suggest changes in the work environment and research agenda.

The administration tried to undertake even small and seemingly unimportant functions with great care and detail. This included the organisation of the working environment (even the style and quality of the furniture) and issues pertaining to decision making. The outcome of this effort has been a greater sense of participation in the Institute's work by everyone on the staff. Since one of SDPI's concern was the physical environment of Pakistan, it decided to give serious attention to the environment inside the four walls of the Institute. Thus, the space of the existing building was carefully restructured before occupancy, and colour-schemes were divided, to provide for both a sense of community and of separateness. Glass was used extensively in the creation of the Institute's interior space: to serve both an aesthetic and symbolic function to emphasise the transparency and openness to which SDPI is committed.

ii. Personnel Management

Positions were created to build linkages between SDPI research and NCS core programme areas. Faculty was hired and the research programme was developed to bring the strength of the existing disciplinary specialisations to bear upon the NCS. Thus, structuring of the Institute reflected the intermix of disciplines and needs. Eleven interns were trained through research assistantships at the Institute. This training system benefited both the Institute and the trainee directly.

iii. Library

SDPI made a beginning at establishing the essential research tool of interlibrary loans, virtually non-existent in Pakistan.

iv. Institutional Development

All the above mentioned efforts led to strengthening the institutional base in Pakistan. SDPI started serving as an exemplary institute, in the realm of research and policy advice, on the issues related to sustainable development in the country.

2. RESEARCH

SDPI research programme was developed to catalyse the transition towards sustainable development. From the outset, the objective of SDPI's research work was to complement and develop programmes to implement the National Conservation Strategy. Mechanisms were developed at the Institute to ensure the relevance of the research programme with NCS implementation. These mechanisms linked the research performance directly to indicators of output, through undertaking research and projects in the NCS core areas, and through provision of advice to policy makers.

This year, SDPI research focused on the following areas: Governance for Sustainable Development; Human Resource Development (Community Development and Education), Population, Gender and Environment; Sustainable Agriculture, Forestry and Biodiversity, Energy and Climate Change, Macroeconomic Policies and Structural Adjustment; Environmental Economics; and Global Issues.

i. Research Papers

Seven working papers, five research reports, twenty-three policy papers and four monographs were completed.

ii. Seminars and Lectures

In the weekly seminar series, seventeen seminars were conducted on the issues related to SDPI research. In addition, in collaboration with IUCN-Pakistan, an Annual Distinguished Lecture on Sustainable Development Series was initiated. The purpose of this series was to facilitate a lecture on sustainable development, delivered by an eminent international personality to a select audience of policy makers, politicians, academics, journalists, students and NGOs. *Breaking the Silence of Rio* was the first lecture of this series, delivered by Sir Shridath Ramphal, President of IUCN, in December 1993. SDPI also organised a Keynote Lecture on Sustainable Development in April 1994, presented by Sir Crispin Tickell, Chair of the British Government's Panel on Sustainable Development, and Warden of Green College, Oxford on *The Need for an International Consensus on Environmentally Sustainable Development*. A few more examples of lectures by eminent scholars were of the lectures delivered by Professor Romila Thapar, Jawahar Lal Nehru University, Delhi on *Interpreting the Early History of South Asia*, and by Dr Ulrich K. Preuss on *Civil Society*. These lectures helped a great deal to sensitise the audience to emerging issues of sustainable development and also helped create awareness of these issues in the general public.

iii. Collaboration

Research projects were started in collaboration with different organisations. The project on Environment, Population and De-Responsibilization, was initiated in collaboration with Shirkatgah and the Institute of Development Studies, University of Helsinki. Two workshops on the methodology were held and researchers were involved from Shirkatgah, Aga Khan Medical University, Baluchistan Rural Support Programme, and Strengthening Participatory Organisation.

The project on Municipal Conservation Strategy was started in collaboration with IUCN-P and CIDA and local non-governmental organisations.

The project On-Farm Water Management (OFWM), in relation to NCS Core Area 2, was started. The project aimed to help identify options for improving effectiveness and sustainability of OFWM programmes in relation to productivity enhancement, resource management and poverty alleviation. In this regard, a national conference on OFWM was held in collaboration with Swiss Agency for Development and Co-operation and Pakistan Agricultural Research Council. The conference sought to generate ideas for policies and project designs that can be supported by small-scale farmers to improve and sustain productivity of irrigated agriculture. The conference produced ten papers, discussion sessions, and three oral presentations.

3. PUBLICATIONS

Eighteen working papers, twenty-three policy papers, five research reports and four monographs were published this year, which were a cumulative output of the previous and this year's research. Research and information was disseminated to a wider audience through publications. Work was in process for publishing the Annual Citizen Report and a bi-monthly English Newsletter.

4. INFORMATION AND COMMUNICATIONS

A database Management Unit was established to expedite research by ensuring smooth and efficient functioning of computer hardware and software. SDPI made some headway in entering into the world of electronic communications. The Institute subscribed to CompuServe and Sustainable Development Network. These global networks enabled the institute to send and receive electronic mail. Access to users from their workstations was also accomplished.

For internal communication, a Local Area Network, with a capacity of twenty users, was installed to exchange data files and messages between workstations.

Two databases were developed. The Development Database was a quarterly publication, which indexes and compiles abstracts of documents published in selected fields: the economy, social sector, service sector and survey methods. The Development Monitor was a weekly publication which indexes current economic and development news.

During this year, the emphasis was on acquiring equipment, software, resources and operating systems that will give researchers speedy access to publicly available statistical data. For this purpose a number of databases were acquired from a number of organisations. These databases are available for public use.

iii. Advice and Comments

During 1993-94, SDPI responded to requests for advice and policy support and also acted as a liaison between governments, NGOs and other institutions. Advice was provided on policies to combat flood damages, incentives for sustainable development, UNCED, the Social Action Programme, the implementation of the national Conservation Strategy, the Environmental Protection Order, and the judicial system. In addition, SDPI contributed a paper outlining the basic framework for the *Eighth Five Year Plan*.

iv. Conferences, Seminars and Workshops

SDPI and EUAD jointly sponsored a seminar to commemorate the Environment Day. SDPI also organised a workshop on the Implications of UNCED for Pakistan. The Minister for Environment delivered the inaugural address. Several initiatives followed this workshop. First, in order to design an action plan in Pakistan, work began on collecting information on UNCED. Second, steps were taken to continue the North-South Dialogue begun during the UNCED process. As part of this initiative, the Executive Director of the Institute attended a conference, organised by the International Academy of the Environment in Geneva. Third, SDPI produced two reports on the UNCED treaties in Pakistan.

A number of other conferences and seminars were arranged on Population, Environment and Responsibility (jointly with the Ministry of Population Welfare); Population, Gender and Sustainable Livelihoods (jointly with the Society for International Development and WWF-US); Structural Adjustment; Poverty and Environment; Governance; and On Farm Water Management.

A monthly seminar series was arranged to discuss energy and climate issues. In this series, distinguished researchers and scholars were invited to present their views. Five Education Roundtables were held to initiate discussions, generate ideas, debate vital education issues and inform policy. All these efforts led to create links with the government of Pakistan and to influence policy in different fields.

In a spirit of creative experimentation, and for welcoming others in, SDPI initiated a weekly seminar series in April 1993. The objective of this series was to fashion new ideas, discover new methods and to discuss a variety of issues related to sustainable development. This was a great challenge for the Institute since there was no such forum provided to the citizens of Pakistan to represent their research or views by any independent institute. Although cautioned that a once weekly forum would not fly, SDPI took up the challenge. The weekly seminar series proved to be highly successful since its outset. The effort and planning resulted in success of the experimental approach, by attracting a great number of people as audience and speakers of a high calibre. The list of seminars conducted every year is provided in the respective Annual Reports of the Institute.

SDPI acquired a profile in national and international discussions and negotiations on sustainable development concerns through the above mentioned activities. Strong relations with the EUAD and some of the other ministries helped build a hitherto non-existent bridge between the government and the non-government institutions in order to provide an independent perspective on different government policies.

5. ADVOCACY AND NETWORKING

SDPI did not start working directly on advocacy issues until 1994-95. Therefore, this section only deals with networking activities of the year 1993-94. Since its inception, the Institute was keen to build linkages with other like-minded institutions in the world. As an outcome of its various activities in research and policy advice, SDPI was accredited to different international organisations and conferences. It also became a member of the IUCN. The Institute acquired membership to different research institutes including IIED (London); NEST (Nigeria); ZERO (Zimbabwe); WALHI (Indonesia); IIED/ILA (Argentina); and some environmental groups. SDPI developed extensive links with the Society for International Development, based in Rome. The Executive Director was the founder member of the SID Task Force on Sustainable Development and a member of Balaton Group, founded by Donella and Donald Meadows, formerly of the Club of Rome. Researchers of the Institute delivered lectures at various international organisations.

SDPI also focused on strengthening and developing partnerships with various local NGOs including the Islamabad Social Science Forum and the Human Rights Commission of Pakistan.

6. POLICY ADVICE

i. Policy Papers

Since one of the main functions of the Institute was to provide policy advice, therefore attempts were made to provide advice to government, non-government and private organisations. Twenty three policy papers were completed during the first two years of the Institute.

ii. Policy Briefs

SDPI was particularly active in co-operating with the Environment and Urban Affairs Division. The Institute assisted in preparing the EUAD's Plan of Action: 1993-98.

At the request of the government of Pakistan, SDPI contributed to the preparation of the government brief for the first meeting of the United Nations Commission on Sustainable Development (CSD) and represented the Ministry of Environment at the meeting. The Executive Director of SDPI was asked to represent the government of Pakistan at the second session of the CSD. SDPI prepared Pakistan's Report to UNCSD: National Implementation of Agenda 21 for the second session. The Executive Director was also appointed to the ad hoc expert working group on Technology Transfer of the CSD. SDPI also provided expertise to the EUAD in preparing the report submitted to the workshop on Long Term Perspectives on Environment and Development in Asia and Pacific, held at the Eco Asia Project in 1994.

SDPI participated in planning the national report, and specially bringing the NGO perspective in the National Report for the International Conference on Population and Development, held in Cairo. Due to these efforts, SDPI was accredited as an NGO member to the CSD, ICPD, Desertification Conference and the World Conference on Social Development.

SUSTAINABLE DEVELOPMENT POLICY INSTITUTE
PERFORMANCE AND ACHIEVEMENTS (1994-95)

1. MANAGEMENT AND SUPPORT SERVICES

i. Administration

The Administration and Finance Division finalised the Manual of management Procedures at SDPI. It helped facilitate office and personnel management in a smooth and efficient manner.

ii. Personnel Management

This year SDPI assisted four research assistants in attending training and research workshops in Lahore, Malaysia and at the Harvard University. Training was also approved for the database operator for developing and strengthening skills in Operating Systems and Networking.

iii. Library

The library holdings increased from 3000 to 5000 during this year. A workshop was held on Electronic Assistance and Resources Available at the SDPI Library.

iv. Institutional Development

A research fellow was appointed to co-ordinate the gender programme.

All the above mentioned efforts led to strengthening institutional base in Pakistan. SDPI kept serving as an exemplary institute in the realm of research and policy advice on the issues related to sustainable development in the country.

2. RESEARCH

The SDPI research programme was developed to catalyse transition towards sustainable development. This year, it aimed to create social consciousness, initiate public debate and promote informed decision-making. Within this broad agenda, the research programmes focused on the management of natural capital, mobilisation of human capital and nurturing of social capital.

This year, SDPI research focused on the following areas: Sustainable Agriculture and Forestry (Core Areas 1-7), Energy and Climate Change (Core Area 8-9); projects on *Technology Transfer for Sustainable Industrial Development* and *Elimination and Substitution of Plastic Bags* (Core Area 10); The Municipal Conservation Strategy and the project on *Intermediate Cities* (Core Area 11); *Community Development and Governance* (NCS Core Area 12); Population, Gender and Environment (Core area 13); and the project on Cultural Heritage (Core Area 14). In addition, SDPI was also involved in research in the areas of Macroeconomic Policies and Structural Adjustment; Environmental Economics; and Global Issues.

i. Research Papers

Seventeen research papers were completed during this year.

ii. Seminars and Lectures

In the weekly seminar series, fourteen seminars addressed the research interests of SDPI faculty. The faculty members presented papers and represented SDPI in different international meetings and seminars on thirteen occasions this year.

iii. Distillation

Thirty-five newspaper articles were written by SDPI staff on various issues pertaining to Sustainable development.

iv. Collaboration

SDPI provided input into the *Report of the Intergovernmental Panel on Climate Change*. As a lead author, the Executive Director wrote the chapter on the *Social and Equity Considerations of Change*.

Hosting the *Third Annual South Asian NGO Summit*, in Khatmandu, was a step in the direction of promoting collective decision-making at the regional level. The annual event provided a forum for dialogue between activists and academics from South Asian countries to assess implications of regional and global environmental challenges facing the region. The theme for this summit was *Security: Environmental, Political and Economic Dimensions*.

The project on *Urban Environmental Management of Intermediate Cities* was started in collaboration with the *University of Geneva*.

3. PUBLICATIONS

The SDPI News and Research Bulletin was launched. The Bulletin performed the functions of reporting on the activities and general work of the Institute and its members, as well as news of activities, events and findings of like-minded organisations and individuals in the field of sustainable development. This was a notable achievement of the Institute, since it not only helped disseminate information regarding the Institute's work but also became a link to the outer world. The Bulletin was mainly subscribed by the researchers, scholars, students, government and non-government organisations and the general public. The Publications Division also produced seventeen publications including working papers, research reports and monographs.

The *Annual Citizens' Report* was published. The Report was a comprehensive document, containing information, analysis and recommendations on the state of the environment and development in Pakistan, as perceived by citizens' groups and NGOs. The report provided an alternative scholarly perspective on national, political, social and economic problems. Policy in Pakistan has generally been viewed as the exclusive domain of the government. Public-debate has often been ill-informed. Therefore, the publication of the *Citizen Report* greatly helped promote public perspective on key national issues. To make it a truly collaborative effort, eleven non-government organisations and a number of individuals were involved in

preparation of the report. It not only helped to utilise the existing knowledge base in the country but also obviated unnecessary duplication of effort. After the NCS, the Citizens' Report proved to be one of its own kind in the country. It also proved to be one of the most demanded publication of the Institute.

4. INFORMATION AND COMMUNICATIONS

The Information and Communication Division continued to provide invaluable infrastructure support to the research community in general, and the SDPI research faculty in particular. Additional software on the Pakistan Integrated Household Survey and Household Integrated Survey Data were acquired from the Federal Bureau of Statistics. The Institute also subscribed to three APC conferences on the Internet to afford researchers access to timely information. A workshop was organised to introduce the Development Monitor database to prospective users. As an outcome of this workshop many individuals approached the Institute for assistance. SDPI started providing the Development Database (index of key statistics on development) and Development Monitor (index of current news on development and environment) to users upon request.

5. ADVOCACY AND NETWORKING

Since its inception, the Institute consistently espoused and propagated environmental and public interest campaigns. Initially, SDPI was content to advise and guide individuals and organisations on how to proceed on issues of public concern, especially on public interest litigation. The earliest case of the Institute's involvement in public interest litigation was the landmark case filed in the Supreme Court by *Ms Shehla Zia and others against the Water and Power Development Authority (WAPDA)* for planning to build a 132 KV grid station in a designated 'green area', contiguous to a residential area in Islamabad. During the proceedings SDPI provided moral and professional support to the plaintiffs.

SDPI was also involved in the public interest litigation in Human Rights Case No: 120/1993 by *General Secretary, West Pakistan Salt Miners' Labour Union, Khewra, Jhelum versus the Director, Industries and Mineral Development, Punjab, Lahore*. The Executive Director of SDPI was appointed by the Supreme Court to a Commission to ensure that the instructions of the Court were carried out in the above mentioned case.

SDPI took a hands-on approach to advocacy while co-ordinating the campaign against the import from Denmark of an obsolete technology for the production of chlor-alkali. It was a classic case of transferring a hazardous technology, phased out in the country of its origin, to a Southern country. After being tipped off about the sale by *Greenpeace International*, SDPI, in collaboration with other NGOs, including *Greenpeace*, launched a campaign to mobilise public opinion against the impending import. The campaign created history in environmental advocacy in Pakistan, when proponents of the project decided, in deference of the public opinion, to eliminate mercury cell technology from the scope of their plant. It was the first time that an industrial concern in Pakistan bowed down to public pressure.

In the wake of the episode, the feed back SDPI received was that there is a need for more pro-active environmental activism, instead of responding to environmental crises in an ad-hoc manner. In response to this feed back the faculty council decided to establish an *Advocacy Division* at the Institute.

The Advocacy Division identified issues and launched advocacy campaigns. One of such successful campaigns was to get *Sandoz Pakistan* to withdraw *Bromocriptin (Parlodol)* from the market. *Bromocriptin* was primarily a lactation suppressant banned in other countries due to the potential for increased risk of breast cancer.

The second campaign was to disseminate information on the environmental impact of the proposed Ghazi Barotha Hydropower Project.

SDPI played an active role in the creation of the Coalition of Rawalpindi-Islamabad NGOs (CORIN) and subsequently in the formation of the National NGO Federation.

SDPI provided input into the Alternative Country Report to the UN Summit on Social Development. The Alternative Report was prepared by NGOs because they felt that the official document had failed to address the underlying structural causes of poverty and social disenfranchisement.

The Institute also actively contributed to soldering an alliance of NGOs to contest the proposed bill governing NGO operations. The NGO Bill was a controversial piece of legislation introduced by the government in an attempt to control the activities of NGOs in the country. Several NGO networks came together to try and make the Bill less focused on command and control and more inclusive of the views of national NGOs.

Workshops were organised for PILER and OXFAM on labour and community issues. These workshops were organised for the benefit of the larger research and professional community.

6. POLICY ADVICE

SDPI co-authored a chapter of the report on Effects on Women of Continuing National and International Armed or Other Kinds of Conflict for the National Report for the Women's Conference, held in Beijing. SDPI reviewed the draft of the country Report for the Summit on Social Development. It also reviewed the PC-1 prepared by ENERCON on *Fuel Efficiency in the Transport Sector*. Most of the SDPI recommendations were incorporated in the revised PC-1. A gender strategy was developed for the Pakistan Environment Programme.

ii. Advice and Comments

SDPI helped write the Strategic Plan for the Implementation of the NCS. The plan, written primarily for Pakistan Environment Programme (PEP), funded by CIDA, became an invaluable source of setting the stage for internal re-structuring.

The Faculty Council provided advice to the NCS Unit of the Ministry of Environment on Marine Pollution; to the Ministry of Environment on defining Pakistan's involvement in regional programmes for sustainable development, and Pakistan's position at the Berlin Conference on Climate Change; to the Pakistan Environmental Protection Council on a system of incentives and penalties for promoting sustainable industrial production; Planning and Development Division of Government of Pakistan; Government of NWFP; and the Pakistan Pulp and Paper Manufacturers Association on available technology options for cleaner production processes and in-plant management measures.

As a spin-off of the project on Technology Transfer for Sustainable Industrial Development, four textile units in Thokar Niaz Baig, which were audited for the project, have showed an interest in setting up a joint effluent treatment facility. SDPI prepared a feasibility report of the treatment plant and provided advice on setting up and operating the plant.

ii. Conferences, Seminars and Workshops

This Year, the SDPL-IUCN Distinguished Lecture was delivered by Mr Maurice F. Strong, former Secretary General of the Earth Summit. Mr Strong painted a broad picture of the dangers and challenges that face the world today, and consistently made a case for greater participation of developing countries in the international system.

A symposium on Institutions and Economics was organised in collaboration with the Goethe Institute, Karachi.

Meetings of the Information and Communications Study Group were held to discuss the security issues posed by the new telecommunication technologies.

Workshops on Health and Environmental Hazards of Plastic Bags were conducted at Islamabad, Haripur, Lahore and Quetta to sensitise people all over the country against the harmful effects of plastic bags.

SUSTAINABLE DEVELOPMENT POLICY INSTITUTE

PERFORMANCE AND ACHIEVEMENTS (1995-96)

1. MANAGEMENT AND SUPPORT SERVICES.

i. Administration

The reorganising and restructuring of SDPI was undertaken to raise its level of capability and proficiency, by streamlining some of the core units such as policy advice (see policy advice for details). The Programme Development and Reporting division continued to monitor research, advocacy and policy advice initiatives undertaken by the research staff; prepared bi-annual and annual reports for the Pakistan Environmental Programme; prepared the SDPI Annual Report, 1994-95; and participated in learning the electronic monitoring system – Performance Indicator Tracking System (PITS). A research fellow joined the Institute to work on environmental health.

ii. Library

Over this period the library acquired several new books and prescribed to more journals/magazines. The services were being modified to make the library more user friendly and increase membership. Library database was converted to Library Automation Management Programme (LAMP) and the office staff trained to use the new database. A seminar was also arranged on co-ordination for inter-library loan. The Institute also obtained additional software – Map Maker and Click Book – to enhance the quality of SDPI publications.

iii. Institutional Development

All the above mentioned efforts led to strengthening SDPI to keep serve as an exemplary institute, in the realm of research and policy advice, on the issues related to sustainable development in the country.

2. RESEARCH

The working year 1995-96 at SDPI was marked by extending the range of research specific to the core areas detailed in the National Conservation Strategy (NCS) and breaking new ground in several fields. At the same time the Institute expanded its work in capacity building, policy advice and outreach programmes to make available its resources of information and expertise to the public and specific interest groups. With SDPI's basic objective being policy research on sustainable development, much of its work in research and other spheres fell within the parameters of sustainability. These include: pest management, health and gender issues. However, several ambitious proposals which were prepared in these areas, await implementation subject to availability of funds.

initiated in early 1994 by the SDPI, with support from the Swiss Federal Office for Foreign Economic Affairs (FOFEEA), was completed. Phase I of the Urban Environmental Management in Intermediate Cities: Case Study of Mingora was completed. The project which was being supported by the Institute of Development Studies, University of Geneva, dealt with issues in urban environmental management of intermediate cities, with Mingora as a case study. Three proposals on Industrial Pollution and Health; Women and Agriculture: Health and Sustainable Agro-ecological System; and Family Planning Programme: An Alternative Approach were developed. The funding for Phase I of the Naqsh-e-Kohan project was approved by the National Fund for Conservation of Heritage.

3. PUBLICATIONS

Two research reports and four working papers were finalised and four issues of the *SDPI News & Research Bulletin* were published. An anthology of papers from the Third Annual South Asian NGO Summit entitled *Rethinking Security, Rethinking Development and the SDPI Annual Report, 1994-95* was also published this year. In addition, SDPI undertook an important assignment of publishing important newspaper and periodic clippings related to environmental issues in a monthly digest entitled *Pakistan Environment Digest*.

4. INFORMATION AND COMMUNICATIONS

This division performs two distinct functions: to facilitate the work of researchers (both internal and external) through the use of library and information systems and by access to databases developed at SDPI; and to promote mass awareness of environmental issues through advocacy campaigns developed by the communications and advocacy wing of the division.

Meetings of the Study Group on Information and Communications were organised on the following topics: *Options for Information Highways for the NWFP; Satellites and their Future Role in Communications in Pakistan; Pakistan's Quest to be on the Internet Interactively; and Private Data Network Operations*. The group also organised, in collaboration with Inter Active Communications (Ltd), a one day seminar on Human Resource Development in Telecommunications for PTC employees (see policy advice for details).

The index on current economic and development news, the *Development Monitor* was made available on e-mail to 56 external users. The scope of the database was expanded to include security issues. The abstracts of documents provided key statistics on development issues, The *Development Database* was updated, refined, and presented to representatives of donor agencies, librarians, academics, and members of the Federal Bureau of Statistics. Three hundred hard copies of abstracts were compiled for publication.

5. ADVOCACY AND NETWORKING

In advocacy, SDPI maintained a high level of activity. The likely impact of the proposed Ghazi Barotha hydropower project on the environment was a major issue on the advocacy agenda of SDPI. The Institute highlighted the environmental implications of withdrawal of water at Ghazi. It sought assurances from the WAPDA on several counts and the Authority acceded to most of them.

The advocacy unit was also engaged in gathering background information to run a campaign against injudicious use of pesticides. A tool kit on pesticides was developed for NGOs. It contained a sample letter to editors, a letter to elected representatives and background information on pesticide use. Steps were being taken for circulation of the tool-kit among NGOs.

A project on Gender Sensitivity Training for Government School Teachers was developed. The project was to use schools as an entry point to break gender biases in communities. This was to be achieved by conducting specialised workshops for government funded and run primary and secondary schools to provide school teachers the skills to effectively address discrimination against school going girls stemming from cultural practices. The proposal was submitted to AusAid for funding.

Supporting institutions for common resources is one of the priority areas of the NCS, and mainly relates to collective rather than individual decision-making among people, segments and societies. SDPI's work in this area involved a research project on community management of drinking water schemes and a research programme in governance which examined how institutional structures for governance affect management of resources and decision-making and recourse to justice. A programme in macro-economic policy and structural adjustment which studied the prevalent macro-economic climate and its implications for growth, development and ultimately sustainable development was part of the programme.

i. Research Papers

Eleven research papers and two research reports were completed. The first draft of the monograph *Cotton Whitefly and Leafcurl Virus* was completed. A monograph, *Just Development*, was submitted to the Oxford University Press for publication. Another monograph on structural adjustment was being written by Shahrugh Rafi Khan. A multi-author volume on *Pakistan Economy: The First Fifty Years*, commissioned by the Oxford University Press, and a paper, *Environmental Examination of the Pesticide Industry* were also under preparation. The book on *Neem* was translated into Urdu. A draft of the study on *Sustainable Cotton Production* was finalised. The final report of *Community Management of Water Supply Schemes to Communities in Northern Punjab: A Case for Collective Action* was completed and submitted to the MSU/World Bank.

ii. Seminars and Lectures

Twenty-five seminars of the weekly seminar series were related to SDPI research areas. A paper on *Relationship Between Women's Movement and the State: A Historical and Theoretical Exploration* was presented at the symposium on *Women in Pakistan and Germany* organised by the Goethe Institut, Lahore, October 5-7, 1995. SDPI faculty gave lectures at the Voluntary Service Organisation and QAU.

iii. Distillation

Nineteen newspaper articles were contributed by SDPI staff in different national dailies. Most of the articles were related to SDPI research findings. The SDPI staff used this avenue to criticise, debate and guide policy makers and the general public on various issues of social relevance. Newspaper articles helped achieve the objective of information dissemination as well as policy advice.

iv. Collaboration

A project proposal on *Sustainable Livelihoods and People's Everyday Economics* was prepared and funded by the *Society for International Development* (SID). A proposal on *the Impact of Industrial Effluent on Soil, Ground water and Biodiversity in Hattar Industrial Area* was developed in collaboration with the *Soil Testing and Soil Fertility Institute, Government of Punjab*. An intern from the Gomal University undertook preliminary research to assess the impact of industrial effluent on biodiversity in Hattar. Another proposal on *Enrichment of Biodiversity in Sugarcane Growing Areas of D.I. Khan* was developed in collaboration with the Gomal University. Phase I of the project *Technology Transfer for Sustainable Industrial Development* which was

SDPI continued to provide expert comment in the Supreme Court Case 15-K/1992 filed by Ms Shehla Zia against WAPDA over the proposed construction of a grid station in a designated green belt adjacent to a residential area. Comprehensive comments were sent on WAPDA's report on the environmental impact of the proposed grid station.

SDPI collaborated with Sungi Development Foundation, Dharti Dost Sangat and SCOPE to examine the re-settlement and environmental issues arising out of the proposed **Chotari Dam**.

Support was extended for the establishment of a **National Chapter of Transparency International**. The Institute prepared the background document for the establishment of the organisation including its memorandum of association and rules and regulations of business.

The employees housing scheme initiated by QAU and the housing scheme for MNAs were strongly opposed by SDPI. A public meeting was organised in April to publicise the QAU employees housing schemes and highlight the concern of organisations and individuals opposed to the sale.

A meeting was held in January 1996 to condemn the attack on Asma Jahangir's life. A petition was also circulated against the growing intolerance within the country.

SDPI remained an active member of **CORIN** and **ADN** in opposing the **NGO Bill**.

Conferences, Seminars and Workshops

The **Green Economics Conference** was organised by the Institute in collaboration with the Heinrich Boll Foundation in September 1995. Mr V. A Jeffrey, Advisor to the Prime Minister on Finance and Economic Affairs, inaugurated the conference. The conference brought together economists, specialists, and environmentalists, mainly from Asian countries, particularly the South Asian Region, who touched on a wide range of issues. The accent was on promoting sustainability as integral to the development process. In their frantic desire to catch up with the Northern nations, the developing countries put their environment to great risk and deplete natural resources. Sustainability in this context meant long term planning by keeping in view environmental degradation. The Conference concluded with roundtable recommendations for the uplift of the economy and the environment. The target audience included all stakeholders, i.e., the government, media, NGOs, local bodies representatives, academics and researchers.

The **Ghazi Barotha Hydropower Project**, which came in for strong criticism for the threat it poses to the environment, was the subject of a seminar. The executing authority of the project, WAPDA, acceded to most of the objections raised by the SDPI, but certain key areas remained to be resolved. Surveys were conducted in villages in the Ghazi Barotha Area to assess the degree of local participation in decision-making and stewardship of resources.

In April, SDPI, in collaboration with the **Goethe Institute**, organised a three day conference on the **Informal Sector**. The objective was to lend prominence to the contribution, richness and variety of the hitherto invisible informal sector, and highlight its importance in catering to the needs of a large section of the population.

SDPI assisted the **Ministry of Youth Affairs** with the organisation and preparation of a three-day Youth Conference on Environment and Development.

All the above mentioned activities led to capacity building of government, academia and non-profit organisations. In order to help capacity building in the private sector, the following activities were undertaken: information on mushroom culture to **Ayub Farms**; information about using *Neem* based insecticides for cotton pest control to cotton growers in the Vehari region; a talk on **The Social Action Plan: Need and Goal Assessment at the Pakistan Manpower Institute**.

6. POLICY ADVICE

The exercise started for re-organisation and re-structuring the SDPI to raise the level of its capability and proficiency, by streamlining some of the core units like policy advice. Under the new method, the parameters of policy advice have been expanded and redefined for greater utility. This will ensure that the advice rendered will also be made available in a condensed format in policy briefs to policy makers and private and voluntary organisations. The policy briefs helped encapsulate the vast knowledge into easily digestible information. In this way, the briefs tried to replace the policy papers which were earlier written by the faculty.

During 1995-96, advice rendered to the Federal and provincial governments and private sector covered a vast number of issues, projects and developments, both national and international.

The SDPI research activities in the TTSID project highlighted the importance of creating an enabling frame-work for a successful programme of technology transfer. This would involve: strengthening the technical, financial and institutional capacity of the EPAs to enforce compliance; strengthening technical capacity of banks and DFIs to assess the environmental soundness of projects; setting up training, information and advisory services to assist industry to plan and implement environmental measures; establishing special credit lines for financing environmental projects; and mandatory self-reporting of discharge levels by the industry. Finally, the Phase I report recommended de-criminalisation of actions against transgressors of the **National Environmental Quality Standards (NEQS)**. Instead of a system of penalties and imprisonment, a tax or fine on polluters, corresponding to the effluent load of the discharge was prescribed in keeping with the **polluter pays** principle. The proposal was accepted in principle by both government and industry. The modalities of implementation were reviewed.

The TTSID project also identified the following constraints to the adoption of clean technology and advised the government to remove these. They include: lack of financial and personnel resources, and technical capacity of the federal and provincial EPAs to enforce regulation; limited capacity of financial institutions to assess environmental aspects of proposed projects that require financing; lack of technical, institutional, economic and financial support to the industrial sector to enable it to switch over to cleaner technology; and lack of public awareness and public pressure to motivate industry to make the transition to a cleaner production regime.

ii. Policy Briefs

As mentioned above, since January the procedure for producing policy briefs on a regular basis was streamlined. In accordance to this policy, nine briefs were prepared on different issues.

iii. Advice and Commentary

Advice was provided to the Government of Pakistan, including the Pakistan Environmental Protection Council, the Environment Section of the Planning Division, the Pakistan Academy of Sciences; the NWFP government, the Ministry of Environment, and the Population Division. The advice rendered to the private sector consisted of the following: advice to the Environmental Standards Committee; All Pakistan Textile Mills Association (APTMA) and All Pakistan Textile Processors Mills Association (APTPMA); members of Sarhad Chamber of Commerce and Industry; and fruit growers in Haripur area.

iv. Conferences, Seminars and Workshops

A two day consultative workshop was organised, on **Municipal Conservation Strategy**, involving all groups concerned with the social, economic, ecological and cultural sustainability of Islamabad, to identify ways of promoting collective action and structuring a conservation strategy. The workshop initiated a consultative process to draft the proposed MCS.

For supporting the NCS core area on Forestry and Plantation different initiatives were undertaken. The first meeting of the **Forestry Policy Dialogue**, a collaborative effort of SDPI, IUCN and Sungi, was held at SDPI in July 1995. The theme was **Integrated Watershed Management in Tarbela and Mangla Basins**.

The explosion in scientific knowledge and irresistible growth in the application of this knowledge in telecommunications have produced technological obsolescence in engineers. The country needs a new kind of education i.e. life long education in which the learning process is continuous and unbroken. This was the theme of the seminar organised by SDPI's Study Group on Information and Communication, entitled **Human Resource Development in Information and Communications**. Ms Shahnaz Wazir Ali, Special Assistant to the Prime Minister for the Social Sector, chaired the seminar which was addressed by experts, engineers and bureaucrats.

The Institute organised a four-day participatory training workshop for the municipal officials of the Rawalpindi, Islamabad, Sialkot and Gujranwala municipalities. The participants were sensitised to the interaction between development, population, environment and education in developing strategies for sustainable development.

SUSTAINABLE DEVELOPMENT POLICY INSTITUTE

PERFORMANCE AND ACHIEVEMENTS (1996-97)

1. MANAGEMENT AND SUPPORT SERVICES

The Administration, Finance and Resource Center Services are central to providing smooth operations for all SDPI activities. SDPI continues to practice a highly transparent and open management style, whereby policy related management decisions are made through consensus of most professional staff members. Streamlining of systems and procedures will have to be an ongoing activity in a growing organisation like SDPI. Nevertheless, a good operating structure has been developed to support the catalytic activities of the institute. SDPI entered into a period of transition as the Executive Director, Tariq Banuri, announced his imminent departure by 31 July 1997. Interim management arrangements were initiated.

i. Administration

SDPI outgrew its previous office capacity in mid-96. Administration organized a smooth shift to a new office building in August 1996. Routine administration procedures were continually improved and necessary amendments made in the management procedures.

ii. Financial Management

Internal and external audits were undertaken. A new financial computer package was purchased in order to automate routine accounting functions and to initiate project accounting and better reporting.

iii. Personnel Management

Expertise was rapidly developed in a number of fields with the recruitment of new senior staff. A new post for Personnel Officer was created to manage applications, interviews, appointments and orientation of new staff in addition to taking care of contract extensions, medical insurance, leave records, training and staff development. In addition, five interns were trained by different sections of the Institute.

iv. Library and Resource Centre Management

2,321 books and 1,384 documents were added to the SDPI collection in 96-97 (bringing the total number up to over 9,000 books and 1,600 documents). In addition, 1,002 journals were received during the same period. The Resource Center continued to provide assistance to sister organizations in cataloguing and other needs. Representatives of NGOs, government and private sector were provided training in the use of library software by the SDPI Resource Center. Library memberships increased to 167 (from 87 in Jan. 1996)

v. MIS

In addition to routine technical support, improvements to the computer network were continuously being made. An Internet connection was obtained, staff trained and a proposal developed for the much needed LAN upgrade. The network manager travelled to Canada to receive training in PITS.

vi. Marketing (Membership, Fund-raising)

A Research Assistant took up the work of membership development on a part-time basis. However, limited effort were put into this activity. See donor liaison (below) for fund raising.

vii. Donor Liaison

Project funding picked up in 96-97. Extensive time and effort put into meeting CIDA reporting/monitoring requirements. An SDPI information package for prospective donors was developed. The Director Administration/Finance was identified. TORs were developed, focusing on her role of fund raising. Donor liaison will primarily be lead by one person to ensure consistency, regular follow-ups and the development of a good fund raising strategy.

viii. Management Review

A comprehensive management review was undertaken with the assistance of four consultants. The Board of Governors and the Faculty Council will consider recommendations for implementation.

ix. Institutional Development

The new Personnel Officer and Training Committee undertook a training needs assessment. As a result staff obtained training in a number of areas including computers, internet, organisational development, etc. Training needs identified by CPO for PEP will be met by the Training Unit, which was planned to be developed by SDPI.

RBMs, work planning and reporting procedures were revised with the aim of improving monitoring and evaluation.

Recruitment of senior research staff was initiated to strengthen the Institute's capacity. Research Fellows in Sustainable Agriculture and Human Development were appointed. The search continued for a senior position to manage the Environment Portfolio.

Due to increased activity at the Institute, there were 388 appearances in print media relating to SDPI activities, including reports on seminar series, press conferences and other conferences.

2. RESEARCH

Research continued in the following core areas identified in the National Conservation Strategy:

A. **Environment:** Sustainable Agriculture and Forestry; Crop Productivity and Stability; Energy Use in Agriculture; Urban Agriculture and Agro-Biodiversity; Industrial and Municipal Pollution; Env/Industrial Policies; Technology Transfer for Sustainable Industrial Development; Urban Management(Mingora Project); Trade and Sustainable Development; and Climate Change.

B. Human Development: (Social Sector) Gender; Education; Health; Community Development; Poverty; Governance; Sustainable Livelihoods; Rural Water Supply Schemes and Collective Action; Disaster Mitigation; and Macro-economic Policy and Structural Adjustment.

The research programme also tried to influence the national debate on the social sector, and was successful in pushing the role of governance, management, institutional development and collective action in pursuing social goals. Close ties developed with many academic institutions, especially with Quaid-e-Azam University (reflected in library memberships, subscriptions, advocacy work). One member of the QAU faculty became an SDPI research advisor. Citations of SDPI research work were made by the academia, policy-makers and the general public. Due to SDPI's efforts, more academic institutions in Pakistan, were selecting environmental issues for post graduate research topics.

The impact of the work of the technology transfer programme was beginning to be felt as a number of requests from various industries started coming in for assistance in setting up the environmental control measures recommended by the project.

As a result of work on gender issues, especially with various government departments (ministry of women development in particular) there was a greater awareness and sensitivity to gender issues. There was a reluctant yet noticeable recognition that issues have to be discussed and understood in a more pro-women context.

i. Research Papers

Thirty-five working papers and research reports and one monograph were completed during this year. Six publications appeared in various national and international journals. Furthermore, six research papers and reports were submitted to different national and international journals for publications.

ii. Seminars and Lectures

Fifty-nine seminars and discussions were organised at SDPI, including the weekly series and other special seminars. Out of these, eighteen seminars were related to ongoing research at the institute. Lectures on devaluation and sustainable development, women's rights, role of NGOs and population and development, were given by SDPI staff in various national fora.

iii. Distillation

Research findings were published frequently in national newspapers. Twenty-four newspaper articles, which were an outcome of research, were printed in different national dailies. These articles also served the purpose of policy advice and helped in advocacy.

iv. Collaboration

SDPI was involved in a number of collaborative research and advocacy activities with different organisations. Work related to trade and environment (Trade Impacts on Developing Countries of Changing production and Consumption Patterns in Developed Countries) continued. Having received favourable reviews for the initial work done on the climate change study, SDPI was asked to co-author a chapter on the socio-economic sector in the UNEP handbook for climate change impact and adaptation assessment strategies. SDPI completed the baseline information. A two year study on Basic Education, funded by Asia Foundation was commenced at the beginning of 1997. Phase II of the Urban Management of Intermediate Cities

Development Database

254 abstracts and summaries were prepared of reports focusing on macro-economic issues, from national and international institutions and organisations (e.g. Federal Bureau of Statistics, Population Census, State Bank, Ministry of Finance and the World Bank). These abstracts were also made available on email.

5. ADVOCACY

SDPI has successfully advocated a number of environmental and public interest issues in the past years. This year, SDPI was involved in a number of advocacy campaigns, which were generally perceived being successful. These campaigns, some of which were carried over from the last year, served the purpose of raising awareness and public mobilisation. There was a coverage of most advocacy efforts in at least 2-4 English newspapers and 1-2 Urdu newspapers.

This year, the seminar committee held forty-eight seminars under the weekly seminar series. Two lectures were held under the 50 Years of Pakistan Lecture Series. These were "50 years of Dance in Pakistan" and "50 years of English in Pakistan". This lecture series could not be continued due to the hectic activity of Seminar Committee in organising a number of other special seminars. This year, nine special seminars, panel discussions and video-shows were held on different national days and other occasions. Out of a total of fifty-nine seminars, thirty-two were related to advocacy issues.

Advocacy and lobbying was undertaken on the following issues:

*** NGO Bill**

SDPI wrote more than sixteen letters to different organisations, arranged a number of meetings with NGO representatives, and attended meetings with the Senate Standing Committee. In response to these efforts, the Standing Committee reassured NGO delegate that their written concerns will be taken into account as the new legislation is drafted by the Ministry of Law.

*** Environmental Protection Act**

SDPI has been fighting long and hard, along with other advocacy partners, for the Environmental Protection Act. Advocacy efforts bore fruit when the Caretaker Government promulgated the Environmental Protection Ordinance 1997. However, despite continued efforts, the Nawaz Sharif government allowed the Ordinance to lapse four months later in June 97. A coalition of NGOs was formed by SDPI to lobby for the legislation. In this regard, nineteen letters were written to the Prime Minister, the Minister of Environment, NGO heads and individuals, in addition to lobbying the public in various fora.

*** PEPC**

SDPI acted as the secretariat for the Environment Standard Committee of PEPC and, in this capacity, was continuing its efforts to move the environment agenda forward, in collaboration with government and business.
Output:

Project was started. Urban Planning and Management Support Unit was established in Mingora, Swat. Two projects' proposal on "Integrating Disaster Mitigation in Coastal Zone Management" and on "Disaster Inventory in South Asia" were prepared for the South Asia's Duryog Nivaran network. SDPI also helped in preparing two directories of donors and institutions working for Coastal Zone Management. Field work for the collaborative study on Sustainable Livelihoods and People's Everyday Economics, funded by Society for International Development was completed. A Conference on Sustainable Livelihoods was organised (see policy advice for details). Second Phase of the Technology Transfer for Sustainable Industrial Development project was launched.

3. PUBLICATIONS

SDPI publications formed an important output of the Institute. Increased readership of English news bulletin (mailings were raised to 250 as compared to 150 of the previous years) and *Environment Digest* (101) led to stronger ties and collaborative work with NGOs and the academic community. Six issues of *SDPI Research and News Bulletin* were published. SDPI launched *Dharti*, an Urdu news bulletin, in December 1996. *Dharti* significantly helped to extend mailings (350 subscriptions) to various community based organisations, and other rural and urban areas organisations, that could only be approached through Urdu publications.

The Publication Council decided to publish the Report of the Green Economics Conference, 1995, (initially planned to be published as a Citizens' Report) as a book due to better marketing and publication advantages. Furthermore, one research report, one monograph and three policy papers were published. Book relating to Habitat II conference, 1996 (*Slums, Security and Shelter*) were finalised. Editing was in process on many other research reports.

4. INFORMATION AND COMMUNICATION

Environment Digest completed one year of publication. Eleven issues of the *Digest* were printed and distributed. Target audience included NGOs, government, professionals and academics. Donors showed an interest in the publication of Pakistan Environment Digest. Asia Foundation was covering costs of 100 subscriptions which enabled to increase circulation. There have been difficulties, however, in increasing paid subscriptions.

Four meetings of the study group on Information and Communications were held. The following issues were discussed:

- (a) Discussions on Privatisation of PTCL, current status and future programme; a critique of the approach taken by the government. Discussions on Pakistan's software industry and the challenges ahead, software export and process management.
- (b) Discussion on Pakistan Telecommunication (reorganisation) Act 1996. Suggested improvements in the act for the *Ninth Five Year Plan*.
- (c) Discussions on the Electronic Media Regulatory Authority, National Telecommunication Policy and WTO agreements on IT and Telecommunications.

Development Monitor

The entries for the *Development Monitor* (Index of current news headlines) increased to 323,010 entries. It was distributed weekly via e-mail newsletters on five subjects. Initially it was planned to cover four subjects (mentioned in the RBMs). However, an additional subject (information and communication) was added due to increased demand by users. Number of subscriptions increased to 758 from 56 of the last year.

* *Quaid-e-Azam University Land Sale*

SDPI strongly protested the illegal allotment of public land (university property) at discounted rates to selected faculty and staff of QAU. The QAU land sale issue was the prime focus of the SDPI public interest litigation activities. Along with six other partners, a petition was filed in the Lahore High Court and a stay order was obtained. The court reversed the policy and the land was returned as public property to the university. Subsequently, the QAU land scheme was conclusively shelved by the government. This was a significant victory of SDPI and its partners' advocacy efforts against private use of public land.

* *Ghazi Barotha Hydropower Project*

SDPI has been involved in advocating for the right to adequate compensation for communities being displaced by the GBHP, in concert with a coalition of NGOs. In this regard, SDPI was a member of the NGO Standing Committee and represented on the Board of Governors of Ghazi Barotha Taraiqati Idara. This year, TORs were finalised for Supplemental Environmental and Social Study for Management of Flood Plain and Water Releases and Right Bank Pollution Sources. SDPI will also be involved with the World Bank in commenting on and selecting consultants for the technical study on environmental impact assessment. On SDPI's and partner NGO's request, the monitoring reports of GBHP consultants were regularly circulated.

* *Campaign Against Ineffective Pesticides*

Several varieties of pesticides being promoted in the print and electronic media are completely ineffective and even have harmful effects on human life. An active campaign against their advertisements and use was launched (also see section on policy advice below). In this respect, SDPI held several meetings with the government and NGOs, organized lectures, wrote seven articles and two letters to the editor in the major national newspapers. Subsequently, electronic advertisements of pesticides were banned.

* *Support to Dr Moonis Ahmer (Professor, Karachi University)*

Dr Moonis Ahmer was accused by the University Administration of writing subversive statements in the press such as commenting on the likelihood of martial law being re-introduced in the country. He was served a show cause notice following which he would have lost his government job. SDPI's public campaign was to support academic freedom and Dr Ahmer's case in particular. Letters were sent to the Government and Ministry of Education, a signature campaign was launched by SDPI and partner NGOs and letters to the editor were written. As a result of these efforts Dr Ahmer's harassment by the Karachi University stopped, charges against him were dropped and he was re-inducted by the University administration.

* *Support to Dr Sathananthan*

Dr Sathananthan, a Tamil academic in Sri Lanka, was being harassed by the Sri Lankan government authorities on pretext of his alleged links with Tamil guerrillas. His home was frequently raided without warrants. SDPI again supported academic freedom in this case. SDPI circulated the report of his harassment to all e-mail users in Islamabad and letters were written to the Sri Lankan embassy and government. These joint efforts helped stop the government harassment of Dr Sathananthan.

* *NGO Membership*

SDPI membership increased to more than a dozen NGO networks as compared to nine mentioned in the RBMs. SDPI actively participated in various meetings which were held by each network from July 1996 to June 1997. More specifically, SDPI kept playing a significant role in the activities of CORIN, ADN, and Duryog Nivaran. Furthermore, SDPI was a founding member of two new networks: Citizen's Forum for Women's Rights and the Disaster Mitigation Network. Major collaborative work surrounded advocacy issues e.g. QAU land sale, Ghazi Barotha Hydropower Project, NGO Bill etc., speakers from different NGOs were invited for the seminar series, publication exchange programmes (with 4 NGOs), workshops on disaster mitigation.

6. POLICY ADVICE

Policy Advice to the government, private sector and NGOs is a distillation of recommendations emerging from research conducted at SDPI. The advice may be disseminated through a variety of channels (papers, briefs, press articles, participation at meetings, conferences etc) with the intention of improving existing policies and practice. Nevertheless, there are many factors, beyond the control of SDPI, that can restrict the efficacy of advice given.

Changes and improvement in existing government and practice were observed due to SDPI's continued efforts. Considerable impact was made through SDPI policy advice and advocacy activities on the use and misuse of pesticides. Public advertisements of ineffective pesticides were banned, and it is likely that other ineffective chemicals (with harmful effects on humans) will be taken off the market.

The work of the study group on Information and Communication contributed in part to reductions in tariffs, import/export duties on Information-technologies and inclusion of information and communications as a core area in the **Prime Minister's 2010 Programme**. A meeting was held with Mr Shahid Khaqan Abbasi, Member Parliament and Member Privatisation Commission in April 1997. Many recommendations were given for Liberalization and privatisation of telecommunication sector, and human resource development in this sector. The policy makers were receptive and appreciative of the recommendations in their meetings. However, more specific and a broader outcome was awaited

A workshop was organised on **Women's Empowerment Through Local Bodies** in collaboration with HRCP and Quaid-i-Azam University, Islamabad. The modalities to increase women's numeric strength in the Local Bodies, and strategies to enable women to play an effective role in Local Bodies were discussed. Participants were invited both from government and NGO sectors. Recommendations were underway to be submitted to the government for incorporating in the Local Bodies elections. It was an achievement of SDPI's advocacy and policy advice efforts that a general acknowledgement, had taken place by government officials, regarding the women's political representation at all levels Female Councillors all over Pakistan were meeting regularly to restructure local government and to press for more seats for women in Local Bodies, National and Provincial assemblies and the Senate of Pakistan.

Awareness of the policy makers, NGOs and other individuals, on the issue of sustainable livelihoods was increased with the help of the conference on **Sustainable Livelihoods Alternatives - Rethinking Employment and Income Generation**. The conference advocated the idea that the macro-economic policies needed to promote the pro-poor initiatives taking in to account sustainable livelihoods for people, to manage their everyday economics, rather than solely focusing on the structural employment policies. Considerable interaction took place between government and NGO representatives. Mr Mushahid Hussain, Advisor to the Prime Minister on Cultural Affairs presided over the conference and called for regular contact between NGOs and the government on these issues.

The growing scarcity of fresh water and its implications for agriculture as well as environmental security was another area, flagged by SDPI, that acquired acceptance in policy discussions.

Another area in which SDPI advice and ideas made an impact is that of governance. The critical role of strong judicial institutions in environmental protection as well as decentralisation of authority is now widely accepted as is the need to strengthen institutions at all levels of the polity. SDPI's recommendations regarding the strengthening of the Election Commission, electoral laws, and restrictions on electoral campaign, sale of public property by executive, tenure protection of statutory offices, Electronic Media Regulatory Authority, Freedom of Information Act, Environmental Protection Act were accepted by the caretaker government, and ordinances were passed on these. However, thereafter, most of the ordinances have lapsed, since these were not enacted by the new Parliament.

Due to SDPI's efforts, changes and improvements in private sector policies and practice were also noticed. A good example of such change was the area of controlling and abating industrial pollution. SDPI was almost single-handedly responsible for derailing an initiative by the industrial lobby to postpone the introduction of environmental laws by three years. In its place, SDPI proposed an alternative programme framework for implementation and monitoring of compliance with NEQS, which has been agreed to (with few minor issues to be resolved) through an extensive and participatory dialogue between government, industry representatives and NGOs. This programme has provisions for awareness, training, capacity building in both private and public sectors, provision of financial instruments and incentives, and monitoring. Final agreement on the implementation proposal was postponed due to the disruption of the work of the Pakistan Environmental Protection Council. However, SDPI continued its policy advice through training component and meetings with the private sector. As a result, the private sector has expressed a greater interest in acquiring knowledge and expertise in environmental protection measures.

SDPI provided information, advice and comments to national and international NGOs on different policy matters and most of the advocacy work, conferences, symposiums and seminars were arranged in concert with other NGOs. SDPI's advocacy efforts were instrumental in rallying support by NGOs, particularly for environmental legislation, the NGO Bill, industrial pollution control, social justice and citizens rights.

i. Policy Papers

Three policy papers were written during this year on women and local government, ineffective pesticides, and environmental auditing. SDPI no longer converted publications into policy papers, since this function was now served by policy briefs and News bulletins.

ii. Policy Briefs

Seventeen briefs were prepared for the government and private sector.

iii. Advice and Comments

Advice and comments were provided for thirteen requests. SDPI made significant contributions to the programme for implementation of National Environmental Quality Standards (NEQS). Detailed comments and suggestions were offered for rationalisation of NEQS, development of regulations and reviewing procedures for monitoring and certification of environmental labs.

SDPI was also invited to participate in the discussions on the preparation of the **Ninth Five Year Plan**. During these discussions, SDPI specifically rendered advice on trade and environment, poverty alleviation, and telecommunications and information.

A Steering Committee was formed on **Environmental Auditing** in Pakistan. It consists of 8 members, from public and private sectors. SDPI acts as the secretariat. Draft TORs received from ECOLOGISTICS, Canada, to develop environmental auditing capacity in Pakistan. Presently, TORs being reviewed by the Steering Committee.

SDPI's contribution to other environmental programmes was somewhat limited due to the inactivity of the Pakistan Environmental Protection Council (a result of the unstable political conditions in the country culminating in the dissolution of the government in November, 1996). However, SDPI remained in touch with caretaker government and organised seminars (on accountability, energy policy) and press conferences to share its concerns with the caretakers. The process of policy advice started afresh with the Nawaz Sharif government on different issues.

Conferences, Seminars and Workshops

The **Annual Sustainable Development Conference (ASDC)** was organized in August with participation of policy makers, academics, scholars, NGOs and media. Emphasis was placed on emerging sustainable development issues in Pakistan, including industrial pollution and pollution abatement, integrated pest management, biodiversity, trade and environment linkages, green accounting, habitat related concerns, food security, poverty eradication, environmental security, social capital and human development. Papers were presented on issues covering local, national and international spectrums

The following immediate outcomes were achieved at the ASDC:

- * Pakistan Poverty Network launched
- * Core group on propagating environmental auditing formed
- * International core group formed to prepare an Agenda 21 for Central Asian States
- * Pakistan chapter of International Network on Environmental Management launched

In collaboration with the Swiss Agency for Development and Cooperation, a Symposium on Community Development was organised in May 97.