

MID TERM REVIEW
OF THE
PAKISTAN NATIONAL CONSERVATION STRATEGY

A STUDY OF
THE CONTRIBUTION OF
THE PRIVATE SECTOR AND NON-
GOVERNMENT ORGANIZATIONS (NGOs)
TOWARDS THE IMPLEMENTATION OF
THE PAKISTAN NATIONAL CONSERVATION
STRATEGY (NCS)

PREPARED FOR
MINISTRY OF ENVIRONMENT,
LOCAL GOVERNMENT & RURAL DEVELOPMENT
GOVERNMENT OF PAKISTAN

ANNEXES



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Annex 1 Study Terms of Reference

A Study of the Contribution of Private Sector and NGOs towards NCS Implementation as part of the Mid Term Review of Pakistan national Conservation Strategy

In line of the overall NCS MTR Objectives, the study will be conducted under the following Terms of Reference.

a) TORs for Private Sector

- Identify private sector investments/projects in the environmental management and greening of the pertinent sectors.
- Identify the key stakeholders/informants for the environment in the private sector at national and provincial level such as:
 - a) Federal and Provincial Chambers of Commerce and Industry
 - b) Multinationals
 - c) Banks, etc.The list of identified key informants will be finalised in consultation with the MTR Co-ordinator;
- Develop framework for Focus group discussion workshop in collaboration with the MTR Co-ordinator. The discussions should be built around:
 - a) Sustainable development health check (major conservation and sustainable development improvements and their reasons)
 - b) Where the private sector feel their own actions have been able to make progress in sustainable development
 - c) The signals that have enabled them to do this – policies, legal changes, fiscal changes, market demands, international campaigns, sources of extra financing – and how these were linked to NCS
 - d) The mechanisms that they themselves have adopted – coded of practice, international links, etc.
 - e) Major challenges and constraints for further improvements (external sources and within their own organisations)
 - f) Recommendations for future
- Develop a detailed work plan for conducting the Focus group discussion workshops with timeframe, in consultation with the MTR Co-ordinator;
- Organise and facilitate focus group discussion workshops designed for key informants in the private sector;
- Document the proceedings and findings of the Focus group discussion workshops.
- Develop and follow a schedule of communicating and giving update to the MTR Co-ordinator on the proceedings of data/information collection.

b) TORs for NGOs Sector

- Identify the NGOs working in the environment and social development sector at national and provincial level. The list of key informants in the NGOs sector will be finalised in consultation with the MTR Co-ordinator;
- Develop framework for Focus group discussion workshops in collaboration with the MTR Co-ordinator. The discussions should be built around:
 - a) A sustainable development health check (major conservation and sustainable development interventions and their impacts)
 - b) Where the NGOs feel their own actions have been able to make progress in sustainable development
 - c) The signals that have enabled them to do this – policies, legal changes, fiscal changes, market demands, international campaigns, sources of extra financing- and how these were linked to NCS
 - d) The mechanisms that they themselves have adopted – coded of practice, international links, etc.
 - e) Major challenges and constrains for further improvements (external sources and within their own organisations)
 - f) Recommendations for future

ANNEX 1: Study Terms of Reference

- Develop a detailed work plan for conducting the Focus group discussion workshops with timeframe, in consultation with the MTR Co-ordinator;
- Organise and facilitate focus group discussion workshops designed for key informants in the NGO sector;
- Document the proceedings and findings of the focus group discussion workshops.
- Develop and follow a schedule of communicating and giving update to the MTR Co-ordinator on the proceedings of data/information collection.

Duration for completion of this study is 6 weeks.

Attachment 1 TORs for Mid Term Review of the Pakistan NCS

Terms of Reference for the Mid Term Review (MTR) of the Pakistan National Conservation Strategy (NCS).¹

I. BACKGROUND

A 1998 review of strategies for sustainability carried out for the World Bank observed that national sustainable development strategies are imperative in that they provide a framework for analysis and a focus for debate on sustainable development. In addition, they institutionalize processes for negotiation, mediation and consensus building, for issues which are inherently conflictual. Furthermore, they facilitate planning and the implementation of action which can change or strengthen values, knowledge, technologies and institutions with respect to priority issues. Strategies can assist countries [to] solve interrelated economic, social and environmental problems by developing their capacities to treat them in an integrated fashion... Cross-sectoral strategy initiatives... provide a foundation from which a national sustainable development strategy can be developed.²

The Pakistan National Conservation Strategy (NCS) situated Pakistan's socio-economic development within the context of a national environmental plan. The NCS began with a two year start-up phase, followed by three years of preparation, during which a strategy document was prepared, reviewed, revised and submitted to cabinet for approval. Pakistan's NCS was approved by cabinet in March 1992, and has been regarded as one of the largest and most comprehensive document of its kind in the world. The authors and stakeholders of the document endeavoured to make this the central document against which sustainable development in Pakistan would be measured. The main implementation phase was launched with donor conference in January 1993, although some implementation began in 1991, with allocations in the federal budgets of 1991-92 and 1992-93.

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

The NCS has three macro objectives:

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

Achievement of these objectives is contingent on the viability of the three key operating principles: achieving greater partnership in development and management, merging environment and economics in decision-making; and focusing on durable improvements in the quality of life of Pakistanis.

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

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

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

- maintaining soils in croplands
- increasing irrigation efficiency
- protected watersheds
- supporting forestry and plantations
- restoring rangelands and improving livestock

¹ Revision of an earlier draft dated May 26, 1999.

² Ndey-Isatou, Nijie, 'Review of Literature on Strategies for Sustainability in Africa', prepared for the World Bank Study on the Implementation of Environment Support Programmes

- protecting water bodies and sustaining fisheries
- conserving biodiversity
- increasing energy efficiency
- developing and deploying renewables
- preventing and abating pollution
- managing urban waste
- supporting institutions for common resources
- integrating population and environment programmes, and preserving the cultural heritage

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

The Pakistan NCS has been called ‘over-ambitious in scope’,³ and early implementation plans were scaled down to more practical dimensions. Nevertheless, as one of the most comprehensive early National Conservation Strategies, it broke new ground as a planning document for the country’s future sustainable development, and became model for other countries in South Asia. An NCS Mid Term Review Committee, comprising The Environment Section of the Planning Commission, the NCS Unit of the Ministry of the Environment, IUCN and the Sustainable Development Policy Institute, has met during the second half of 1998 to develop terms of reference of the NCS Mid Term Review.

II. PURPOSE/OBJECTIVES OF THE MID TERM REVIEW

This section aims to answer the following questions:

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

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

Purpose

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

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

Specific Objectives

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

³ Carew-Reid, J. (Ed.), *Strategies for Sustainability: Asia*, Earthscan, London, 1997

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

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

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

In the above context some key questions have been identified by the PEP Steering Committee for MTR (Appendix 1). These will be widely circulated in order to seek comments from as many stakeholders as possible.

III. METHODOLOGY

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

- i. AGREE ON AN ANALYTICAL FRAMEWORK for COVERING CONSERVATION AND SUSTAINABLE DEVELOPMENT PROCESSES AND OUTCOMES - both to encompass the many dimensions of sustainable development, and to provide a rigorous 'filing system' for the varied findings on NCS progress, which will be evident at many levels such as inputs made into and outputs achieved from NCS implementation. In addition, to assess whether sustainable development is being achieved, we need to assess the actual outcome (or impacts) of the activities. Or, if impacts are not yet evident (many will take time to appear), we need to assess the quality of the various processes that help to make the transition to satisfactory outcomes. If we can assess both of these so much the better.
- ii. FOCUS GROUP DISCUSSIONS ON THE CHANGING CONTEXT, AND ON PROGRESS AND NEW PRIORITIES IN ENVIRONMENTAL CONSERVATION AND SUSTAINABLE DEVELOPMENT – issues not really covered by the NCS – climate change, globalisation of markets, new international obligations, etc. explain. We need many perspectives on this, to regroup the priorities. Furthermore, a contextual discussion will help to focus and revise the sustainable development analytical framework; and it will reveal people who have useful information, for later detailed interviews, etc
- iii. REVIEW DEVELOPMENT OF THE MAIN INSTITUTIONS PROPOSED BY THE NCS – the institutions provide the only continuity and 'glue' for the NCS. Their work defines, *de facto*, how the NCS is evolving. A lot has been achieved in setting new institutions up, and it is time to take stock of how they are working – individually and together. Furthermore, each institution is facing constraints, which need to be identified and removed for further progress
- iv. REVIEW PROVINCIAL AND DISTRICT STRATEGIES – Such a review should also be a helpful exercise for people involved in the provincial strategies, giving them both a change to reflect on their own strategies, and to feed back to the NCS
- v. REVIEW LEGISLATION/POLICY CHANGES PERTAINING TO NCS – legislative and/or policy changes and amendments as required for the implementation agenda of the NCS is due consideration here
- vi. REVIEW MASS AWARENESS ON ENVIRONMENTAL/CONSERVATION ISSUES – the NCS advocates access to information on environmental and conservation issues in order to ensure NCS implementation in a holistic fashion
- vii. REVIEW FINANCIAL ADJUSTMENTS PERTAINING TO THE NCS – reflect on the resources allocation and funding allotted by external concessional lending, domestic resource mobilisation, and private investments for NCS implementation
- viii. CREATE A DATABASE OF ALL PROJECTS RELATED TO THE NCS – Such a database would reveal the changing 'shape' of government/donor commitment and

- investment in different types of SD activities. Seeing the ‘big picture’ may reveal the real-life priorities, which can then be compared to the NCS’s goals and assumptions
- ix. REVIEW PROGRESS AND IMPACTS OF A SAMPLE OF NCS PROJECTS – Identifying projects which have been successful will reveal what processes are helpful for them (those processes connected to NCS, and other processes that might need to be accommodated b it). Finally, the involvement of PEP personnel in project reviews will give them useful feedback on the actual outcomes of projects and the effective processes that contributed
 - x. REVIEW THE OVERALL NCS PROCESS AND ITS MANAGEMENT - This should help future promotion of the NCS. It is obviously also needed for adjustment of the whole process in the second half of the NCS term
 - xi. PRODUCE A DRAFT SYNTHESIS REPORT, SUMMARISING FINDINGS AND WAYS FORWARD – to bring together all the evidence in a form which enables debate on findings, recommendations and next steps
 - xii. DEBATE MTR FINDINGS AND PROPOSED WAYS FORWARD – the results of the MTR must be widely ‘owned’ if people are to act on them. Up to this point, there will have been much discussion with individuals and focus groups. Now the ideas need to be put to those at the ‘centre’ of the NCS – the PEP partners, and especially the NCS Unit, and others – including a multi-stakeholders workshop
 - xiii. PRODUCE AND DISSEMINATE FINAL NCS-MTR REPORT – to summarise the changed contexts and challenges, to communicate findings and any agreed adjustments to NCS to all NCS stakeholders and to act as a basis for funding discussions with donors

IV. RESPONSIBILITIES AND COMPOSITION OF THE EXTERNAL MTR TEAM

A three-person team will carry out the Mid Term Review. If possible, the Team Leader should be identified early in Phase I and should be involved in designing the data-gathering exercise. It is envisaged that the tem should include at least one senior Pakistani and at least one senior international consultant.

The specific TORs of external team would be:

1. Carry out an extensive review of NCS related documentation in order to develop a clear idea of context and perspective in which NCS was formulated
2. Contribute to data collection process and product
3. On arrival prepare a detailed work plan wit specific activities, roles and responsibilities of each term member
4. Verify the data collected and materials prepared by the Coordinator under the light of key questions posed in the principal MTR TORs.;
5. Carry out in-depth analysis of existing data; interview selected organizations and individuals, and visit selected projects in order to achieve no 4
6. Collate lessons learned so far, draw conclusions and formulate recommendations regarding adjustments of NCS as a strategic guideline for sustainable development in Pakistan
7. Debrief PEP Partners before finalizing the report
8. Prepare the final document in form and context as agreed to with the NCS Unit, Ministry of Environment, Local Government and Rural Development

To undertake the above, at a minimum, the team must include knowledge and experience of:

- Pakistani environment and development issues;
- Public and private sector management structures in Pakistan;
- Multi-sectoral (cross sectoral) strategic analysis;
- Strategizing environmental conservation and sustainable development and relevant monitoring and evaluation approaches at an international level;
- Economic trends and projections and their impact on prioritization of environmental conservation and sustainable development;
- Issues relating to policy analysis, policy setting and policy implementation;
- Institutional capacity development;
- The creation of synergy between the public and private sectors;
- The crosscutting issues of population, education, communications and gender.

TIME PERIOD

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

Appendix 1 Key Questions for NCS MTR⁴

These questions should be addressed within the context that prevailed during the formulation of the NCS, taking into account any changes that have occurred since. They should also take into account the development of sub-national efforts not foreseen at the time of NCS implementation, and any other unforeseen problems, opportunities and achievements:

- What are the main achievements, effects and constraints on the NCS?
- Are the interest, commitment (political, bureaucratic) and capacity of the NCS partners (GoP, provincial governments, IUCN, NGOs, CBOs, private sector) commensurate with the plan's requirements?
- Has the spirit and practice of broad-based participation carried over from strategy preparation to implementation?
- Have implementation strategies followed a flexible and iterative approach?
- Have important cross-and multi-sectoral linkages (population, education, communication, R&D, WID) been developed as planned?
- What investment had been by GoP, Provisional governments, NGOs and Private Sector in the 14 core areas and its related 68 programmes since 1992 July to 1998 June?
- What is the effect, result and impact of this investments?
- Keeping in view the trends in investment since 1992, what level of stress or shift would be required for the future?
- What is the impact of budget reductions and donor diversification?
- Have institutional development and coordination kept pace with the demands of the NCS?
- Has the monitoring/course correcting process of the NCS been effective?
- What is the status and what are the experiences concerning: 1) capacity development in the NGO and private sectors; 2) sector-specific policies and strategies and; 3) monitoring progress in sustainable development?
- How effective is the NCS in facilitating, identifying and addressing gender-related environmental issues through the GoP structure and in civil society?
- How strong is the interest and capacity of project partners for implementing the gender-related environment components of the NCS?
- In general, how effective had the NCS been in promoting sustainable development in Pakistan through government structures and civil society?
- What are the main lessons learned up to 1998?
- What measures are required to [sic.]
- Is the NCS still a relevant prescription for the country's environmental and development problems?
- What has been achieved in concrete terms at local, provincial and federal levels?
- What has been its impact on legal, legislative and institutional development?
- How did NCS impact on implementation of international treaties that Pakistan is a signatory of [sic.]?
- What is the impact of NCS on donors' priorities and foreign investment trends?
- Are the Federal Ministries/Division, and provincial governments taking into account the environmental cost of their decisions?
- Are the environmental costs or account stated in monetary terms in decision making?
- Do the federal Ministries/Divisions and provincial governments, take into considerations the various policy recommendations of NCS?

⁴ Provided separately to Consultants as "Annex 1, dated October 25, 1999."

Annex 2 Moderator's Debrief

At the conclusion of each focus group discussion, or within 24 hours of it at the latest, the moderator prepared a de-brief of the highlights of the discussion. Two such de-briefs, covering three focus group discussions each, were provided to IUCN within three days of the focus group discussions. For the record, these de-briefs are reproduced in this Annex.

A2.1 First De-Brief: Karachi (November 12-13, 1999)

Three focus group discussions, with NGOs, industry, and multinationals, were held in Karachi.

A2.1.1 Karachi NGOs (November 12, 1999)

Four participants represented NGOs in Karachi, and two delegates came from NGOs in Quetta. INITIATIONS OF FOCUS GROUP DISCUSSION.

The discussion started on a very positive note by participants contributing their views about the overall environmental challenges being faced by the country. A consensus emerged that sustainable development of the country is imperative.

However, the moderator invited the participants to elaborate specifically on their understanding of improvement towards sustainable development in light of their own initiatives and programmes.

PROJECTS. PROGRAMMES AND INITIATIVES OF NGOs TO CHECK ENVIRONMENTAL DEGRADATION.

All NGOs representatives explicitly dwelt on their ongoing initiatives and projects in terms of programmes on sustainable development.

Six different ventures were clearly identified by participants covering some of the core programme areas being defined by NCS for implementation.

Following are the specific projects undertaken by the NGOs (own initiatives).

1. Balochistan Rural Water Supply and Sanitation Project
Quetta Katchi Abadis Environmental Management Programme
Training of Environmental Activists.

The above efforts of **Environment Foundation Balochistan Quetta**, is a major contribution in protection of water bodies and management of carbon wastes.

2. Awareness creation among the poor community of Lyari about the benefits of clean environment. This is being done through workshops, and visits of trained field staff in different localities.

A community based NGO, Lyari Community Development Project has undertaken the task of improving awareness of sustainable development.

3. Low cost sanitation, sewerage disposal and air pollution abatement (transport pollution) programmes.

Various development projects by **OPP (Orangi Pilot Project)** are designed to ensure environment friendly surroundings in the low income areas. Urban waste management and abating urban pollution are associated objectives of OPP while focusing on the improvement in the quality of life of slum dwellers.

4. Establishing network for control of water-logging and salinity and construction of small delay action dam at Khar River to recharge ground water in wells of Gadap on self-help basis in collaboration with local kissan committee.

The above challenging tasks being undertaken by **SCOPE (Society for Conservation and Protection of Environment)** promises the maintenance of Natural Resources. It also contributes in the development of local institutions of community management.

5. Development of a Graduate Course on Environment and Sustainable Development in Business for MBA students.

LEAD Pakistan is actively involve in training the professionals in different fields on environmental issues. The formal academic training of future business managers in the core issues of environment and sustainable development is essentially a process of investment that would contribute to successful outcomes in future.

6. Low cost sanitation in Kutchi Abadies around Quetta. Promotion of Hygiene, through latrines and proper disposal of sewerage in Quetta.

Above initiatives of **Taraqee Trust Balochistan** are based on active mobilisation of communities in order to promote healthy environment and better living conditions.

A2.1.2 Karachi Industry (November 13, 1999)

Seven participants represented different industries in Karachi in FGD. Two participants were present as heads of their consultancies whose focus of work is industrial pollution and its abatement. One scientist cum activist came who is actively involved in solution oriented laboratory work for prevention and abatement of Industrial pollution. Three participants represented their respective industries as Incharge of Environment Units in their organisation to check and maintain pollutants within NEQS.

INITIATION OF FOCUS GROUP DISCUSSIONS

The moderator of explained the purpose of FGD to the participants as to what specific sharing of experiences is required from the participants with respect to their work in environment and sustainable development.

PROJECTS AND PROGRAMMES IN PURSUANCE OF SUSTAINABLE DEVELOPMENT

The participants very lucidly came up with the nature of environment friendly tasks that they have undertaken to check one of the major sources of pollution that is industrial waste. Following are the identified ongoing projects that are making difference in pursuance of sustainable development of the economy.

- 1 Primary effluent treatment plant and chromium recovery plant in **Mohammad Shafi Tanneries** and participation in combined effluent treatment plant in Korangi.
- 2 Environmental Technology Program for Industry (FPCCI's Project). Introduction of cleaner production technologies and combined effluent treatment plant – Korangi Karachi.
- 3 Environmental Technology Programme for Habib Oil Mills (Pvt.) Ltd.
- 4 Installation of inbuilt system of pollution prevention and upgradation of the same to prevent dust in the surrounding air by production of cement in Dadabhoy Cement Industries Ltd.
- 5 Series of projects by National Management Consultants to effectively control industrial pollution.
 - Combined Effluent Treatment Plant for Korangi Tanneries
 - Korangi Environmental Uplift Programme
 - Introduction of Cleaner Technologies in Leather Sector
 - Environmental Technology Programme for Industry
- 6 The Global Environmental Laboratory which is ISO 9002 certified has adopted solution oriented strategy by providing indigenous and cost effective technology being developed in their labs.
- 7 To achieve NEQS in various industrial sector and inculcate good environmental practices, Century Paper and Board Mills Ltd has adopted various projects. A model project on paper industry is underway to meet this target.

A2.1.3 Karachi Multinationals (November 13, 1999)

Eight participants attended the FGDs workshop to express their point of view and actions regarding sustainable development progress and process.

INITIATION OF FOCUS GROUP DISCUSSIONS

The group was very enthusiastic in elaborating upon their work and devices, which they have adopted and technological inputs in compliance of targets and goals to sustainable development. This highly knowledgeable and creative group covered minute details about their respective projects and push factors which have enabled them to achieve their targets.

PROJECTS, PROGRAMMES AND INITIATIVES SEEKING SUSTAINABLE DEVELOPMENT PATH TO ENHANCE THEIR OWN INTEREST TOO.

The following are the identified and discussed in detail, the ongoing projects and process that ensure health, safety and environment of the people and surroundings and follow the sustainable progress in broad spectrum.

1. SmithKline Beecham, a pharmaceutical company is involved in designing and execution of projects to segregate liquid effluents for their two plants. They are also working on treatment plant to meet the required NEQS which is likely to be completed in near future.
2. Engro Pakistan has various environmental protection plants operating in achieving water conservation, energy conservation, pollution abatement and hazardous metal re-use. These projects encompasses various NCS objectives and goals to move towards the broad objective of sustainable development.
3. Attock Cement Pakistan Limited has embarked upon a vital environment friendly venture of cement dust pollution control and modification of dust collector system. This organisation has been selected by EPTI for Environmental Audit.
4. Health and Safety Development of Caltex Oil Pakistan Limited has very useful programmes to manage effluents at service stations and wastewater treatment at oil terminals/ depots.
5. AgrEvo Pakistan (Pakistan) has recently installed an effluent and wastewater treatment plant. They are already running an incinerator for pollution abatement purposes.
6. ABBOTT LABORATOIES have adopted multipurpose policies in line with NCS objectives. Their major area of operation is waste treatment facility and solid waste incineration.
7. HABIB BANK has recently started the environmental campaign which they call as to improve and beautify the attitudinal environment of human beings. The need based training programmes are being designed and undertaken to contribute in awareness creation and education of safe and healthy environment for the benefit of all.
8. HUB POWER COMPANY has tried to ensure the disposal of highly polluted smoke which is emitted by this oil fired plant.

A2.1.4 Conclusions

THE SIGNALS THAT STIMULATED ACTIONS FOR SUSTAINABLE DEVELOPMENT ON THE PART OF NGOs LOCAL INDUSTRY AND MULTINATIONAL ORGANIZATIONS.

It would be suffice (for debrief) to report that various domestic and international signals have enabled the NGOs and Private sector organisations to take concrete steps for timely check and restrain of environmental pollution and natural resources mismanagement.

DOMESTIC SIGNALS

Government Policies Environmental Protection ordinance and establishment of Environmental Protection Agencies have played key role in NGOs and Private sector initiatives in their concerns for environmental protection and sustainable development.

INTERNATIONAL SIGNALS

External Pressures for better quality products (ISO 9000) and environment friendly and pollution free production process and systems (ISO 14000) largely contributed in local industrial and multinational organisation serious efforts in this regard.

MECHANISMS THAT NGOs AND PRIVATE SECTOR ADOPTED

Although the detailed discussion on actual mechanism that these organisation have adopted was not possible because of the time constraint but participants highlighted major steps taken by them from establishment of research and development units focusing mainly on environmental issues to setting goals and priorities.

They also explicitly mentioned about their own monitoring and learning processes and mode of actions that has successfully enabled them to move in the direction of sustainable development and comply with NEQS. The consensus emerged, in all three FGDs that direct international linkages has been catalytic and strong stimulant for the development of mechanisms and operational methods.

CONSTRAINTS AND CHALLENGES

All the participants raised their concern about the constraints (controllable and uncontrollable) and major challenges. These constraints are encountered at various levels of their initiatives and actions, from conception of projects to materialisation of targets. Following are some of the numerous retarding factors identified by all the participants.

EXTERNAL AND WITHIN ORGANIZATION SOURCES OF IMPEDIMENTS

- The passive role of government in facilitation of NGOs and Private Sectors environment programmes is deemed as the bigger handle by all the participants.
- NCS is unanimously declared as the best national policy guide for sustainable but the pre-requisite of its implementation in letter and spirit are still awaiting realisation in practical terms.
- The social, political and economic conditions of the country have been identified as absolutely non-conducive in facilitating better outcome of NGOs and Private sector projects for sustainable development.
- The dearth of technical and adequately trained and skilled professionals with better knowledge and insight of environmental issues is also very critical. The urgency of availability of technically sound, well equipped professional with knack of innovative ideas and thinking is felt in all FGDs.
- The gaps were also identified in co-ordinated efforts of different NGOs and Private Sector organisations. The concerns were also raised about the fragile and ineffective networking of the various organisations which results in the wastage of resources (financial and material) and has made NGOs and Private Sectors projects very costly.
- Lack of will and unconcerned attitudes of the government officials has also been categorically mentioned as major factor which delays the implementation of Environment friendly solutions.

RECOMMENDATIONS

Various recommendations were made by the participants in order to over come the constraints and meet the challenges in their endeavours. These recommendations would be broadly categorised under the following headings.

The Pro-active role of Government

- Better incentives and less stringent regulatory measures.
- Facilitation geared towards environment friendly efforts.
- Catalytic role in enhancement of institutional capacities.

The action-oriented role of NGOs and Private Sector

- Self-reliance in terms of adoption of pollution abatement technology.
- Promotion of indigenous and home-grown technologies and pollution abatement plants.
- More positive attitudes towards considerations of processes leading to sustainable growth and development.
- Sustain diversion of resources (financial) towards the improvement of technical know how and expertise to tackle various pollution problems.
- New avenues and actions for advocacy of environmental plans with mobilisation at the grass roots levels.

A2.2 Second De-Brief: Peshawar & Lahore (November 16-18, 1999)

This report is aimed at providing summary of the discussions with main focus on the programmes that participants identified. It briefly reports some of the processes and practices highlighted in the discussion that deserves attention in attempts to progress towards sustainable development.

A2.2.1 Peshawar NGOs (November 16, 1999)

The number of participants from NGOs in Peshawar was nine who contributed their experiences regarding environmental programmes in their respective NGOs. Each individual participant was persuaded to keep the focus of discussion and discourse on the key issues relevant to the NGOs own initiatives.

The discussants were then guided to deliver upon the following as per research design approved by the client.

Focussing on the achievements in major conservation and sustainable development (SD) improvements.

- The own actions of NGOs - contribution in are towards SD.
- The enabling factors - compellation and incentives.
- The process being adopted.
- Major constraints and impeding factors.
- Suggestions and recommendations for the future.

The discussions extended over two hours and each participant came up with brief description of their projects and processes. Following are the main areas of work which NGOs have undertaken to tackle environmental problems.

Pakistan Environmental Protection Foundation has planted thousand of trees in various locations of NWFP. The foundation has also initiated programme for improvement of living conditions in very poor communities living in the suburbs of Peshawar and Waliabad. They have also organised man awareness campaign from time to time against environmental degradation.

AWARE has worked in different districts of NWFP. They have identified sanitation programme as the entry point in low income communities of Peshawar and Nowshera. Fuel saving project and nursery raising projects are other ventures in village Lakaray and Teleband which are successfully underway for better environment.

Sarhad Rural Support Corporation has multisectoral programmes and work in close co-ordination with the local communities. The provision of support to the communities in terms of sensitising the people about environment is care work of this NGO. The need based approach in Kitchen Gardening and Organic farming has been adopted. Forestation and supply of drinking water are the major environmental friendly activities for the benefit of the rural communities.

Human Resource Management and Development Corporation (HRMD) has an Integrated Urban Development Programme (IUDP) and Luton and Peshawar Initiative for sustainability (LAPIS) with a group of other interested NGOs e.g. IUCN, KK and WWF. These initiatives contain environmental projects in the form of sanitation and solid waste management programmes.

Khwendu Kor's main focus is on women development. It started its work with the broad theme of women and Environment but had to refocus their endeavour putting more emphasis on socio-economic development of women. Environment is a cross cutting theme in KK's programmes. Alleviation of poverty through credit for micro-enterprise, kitchen gardening, nursing plantation and under water. Awareness creation by mobilisation of people to watch gender and environment related TV programmes is also their major activity.

National Research Development Foundations has successfully launched a project in collaboration with IUCN which they call as "Ulama and Environment". Ulama and religious leaders are being motivated to play their role in changing the attitudes and behaviour of the local people in favour of clean and hygienic environment. The foundation has succeeded in obtaining their targets in various localities of NWFP with the help of Ulama who effectively convince the people about the teaching and tenants of Islam which has stressed upon keeping the environment clean as a compelling duty on the part of all the Muslims.

PUSH FACTORS AND SIGNALS:

Pakistan Environmental Protection Foundation started their environment programme after a team visit (which included experts from Britain) to areas in the vicinity of Peshawar who reported that these areas are environmentally dirty. The initial survey of the foreign team revealed the fact that smoke and air pollution overflowing sewerage and solid waste mismanagement of the basic environmental problems adding to the miseries of already poor localities. This enabled the foundation to enter in these areas with their environment friendly programmes which also included aforestation around the degraded areas.

Sarhad Rural Support Programme is working in collaboration with IUCN , have they initiated their work with the consistent effects of IUCN team and also had technical support from IUCN Peshawar Office.

AWARE made their entry in environmental projects by donors advocacy and they termed their programmes as donor driven and have had major inputs from the consultants hired by the donor agency.

HRMD has identified their projects as their own initiatives and hence no specific push factors could be established. The development projects for health and hygiene has subsequently led to the sanitation projects and clear area initiative which included plantation and solid waste management in the catchment areas.

National Research Development Foundation have effectively mobilised the Ulama and Khatibs in mosques to motivate people for sage and healthy environment and benefits of these efforts are termed as rewards which Muslims would get in life after death and in heaven. This successful strategy is being adopted by foundation itself and credit goes to the field workers who themselves came up with this idea of environmentally sound development.

CONSTRAINTS

The common constraints and impediments encountered by all the NGOs are following in brief. The financial constraints to continue their projects or for the expansion and replication of projects in other areas.

The non availability of technical support and required information and know how from any quarter like federal Government and Intentional NGOs.

The settlement of refugees from Afghanistan has created the biggest hurdles in all the NGOs projects. The foreign settlers are non co-operative and have less caring attitudes towards deforestation and management of resources.

The cultural factions are still retarding involvement of women in different projects. It takes time to convince the male of the household about the need of training and awareness creation among the females of the localities about environmental issues.

A2.2.2 Lahore NGOs (November 17, 1999)

The number of participants from NGOs in Lahore are six. Their field of activities varied from social uplift projects to the provision of loan and credit for small scale businesses. WWF has main focus on environment and sustainable development and hence they have undertaken large number of projects with central thrust on sustainable development. Their major areas in environment pollution abatement are Municipal Solid Waste Management, air and water pollution, monitoring and training workshops for the industries to tackle the industrial waste pollution.

Shirkat Gah is a prominent NGO which basically addresses the women development issues and has initiated sustainable development programmes from their platform. As indicated during discussion Shirkat Gah has women and sustainable development programmes which includes research fields projects in the coastal areas of Karachi and in Punjab, information dissemination, advocacy and publications. The major project of mangrove plantation in the coastal areas of Karachi, Korangi Creek to be specific is a vital contribution in the preservation of coastal ecosystem.

Society for the Advancement of Education has undertaken various programs in training and educating the masses in environmental issues. The NGO has developed an environmental education kit for the benefit of the trainees. Most of the trainees come from local NGOs and school teachers.

FPAP is running environmental programme along with population welfare programs in collaboration with local CBOs. The improvement in the quality of life is imperative for better environmental surroundings in household. Women in the catchment areas are encouraged to use smokeless stoves. The hazardous smoke contribute in air pollution but also has negative health impacts. Use of smokeless stoves minimizes the threats to health and environment.

BUNYAD Literacy and Community Council is actively involve with treatment of saline land in the agriculture areas of Punjab. This problems solving approach with locally developed technology has been extremely beneficial to the local farmers. Solid waste management, integrated sanitation and farming system and pit-latrines in various Districts of Punjab are some of the many endeavors by BUNYAD.

ENABLING FACTORS:

WWF is essentially an international NGO committed to the cause of preservation of endangered species and biodiversity. Their extensive role in this area is also quite visible in the context of Pakistan. The projects are being conceived and implemented in the organization itself under strategic planning.

Shirkat Gah works in close collaboration with IUCN and their main signals and processes are being communicated by IUCN with all programmes inclusive.

FPAP has also followed the NCS programmes and they were enabled to initiate their environment programmes in compliance with NCS core issue by the Ministry of Environment's efforts in dissemination of information about population and related issues on environment.

BUNYAD has found their way in environmental issues through the indication of farmers or local stakeholders who put their problems before them and asked for their support. Hence BUNYAD's collaboration with the Agriculture University of Faisalabad and acquired local technology for eradication of salinity from the Agriculture land and has been able to overcome the problems to a certain extent.

CONSTRAINTS

The NGOs in Lahore have also identified some major constraints that has retarded their work and slowed the processes.

The lack of coordination between NGOs and Government and passive attitude at the bureaucratic level.

The dearth of published data on environmental indicators and essential variables, hampers the planning for the environmental projects.

The financial support promised by the Government to local NGOs has not been fulfilled so far and is felt as major constraint in undertaking the projects.

No research based technical support is provided and vital information is not available either from the Government or other NGOs.

A2.2.3 Lahore Industry (November 18, 1999)

Nine participants from eight industries and related institutions were present for a very illuminating discussion in Lahore.

NATIONAL ENVIRONMENTAL CONSULTING (NEC) Private Limited has undertaken the introduction to cleaner technologies in tannery clusters in Punjab. The main area of focus is provision of technology for cleaner production. A detailed survey has been undertaken by the NEC of the tanneries in Kasur area. Subsequently NEC came up with a big plan to achieve certain goals like information dissemination through brochure and booklets confidence building of industrialists, creating awareness and training of workers in industry, and selection of industries for audit.

PACKAGES LIMITED is involved in water conservation and effluent treatment activities at the production site. They have installed primary effluent treatment plant and water recycling is being done. The final effluent and air pollution controlled plant is being recently installed.

TAUFIQUE LEATHER INDUSTRY, has also installed effluent treatment plant for tanneries at Kasur. For tanning industry at Sialkot, a clear production centre has been established.

EASTERN LEATHER COMPANY (PVT.) LTD. has also installed a treatment plant at their tannery site which is imported technology and claimed to be the first of its kind in individual tanneries in Pakistan in the large category

SHAKARGANG MILLS LTD in Jhang shared a very useful information regarding a model project at the mill site. The technology is indigenous and utilization of bio-compost is termed as the best way to exploit the environment polluting effluents and to improve the soil and plant health.

LAHORE CHAMBER OF COMMERCE AND INDUSTRY is also playing a vital role in the creation of awareness among industry regarding industrial pollution. They hold workshops for industrialists and environmental issues are discussed comprehensively with production specific angle. This has been a fruitful venture but LCCI feel that industries response has been pathetic.

ENABLING FACTORS

The tanners are major exporters of their products and hence to comply with the international standards of product and environmental qualities, they have adopted pollution abatement technologies.

The own interest of some of the leaders and proprietors of industries like paper industry has played a major role in their environment friendly efforts.

Sugar industry is basically concerned about the soil and water conservation in the vicinity of mill and has self motivation in the installment of their pollution abatement and conservation technology.

CONSTRAINTS & CHALLENGES

The financial constraints is the biggest factor for all the industries to go for pollution abatement technologies. In the short term, they are unable to import this kind of technology from other countries because of lack of financial resources.

The non-availability of low cost technology and adequate infrastructure to support the adoption of pollution treatment technologies.

The inconsistent government policies which directly effects the business and production and has indirect bearing on the organization planning which includes planning for acquisition and expansion of pollution abatement technologies.

RECOMMENDATIONS

Following is the list of suggestions and recommendations which (in brief) participants in all three FGDs came up with.

A national network of all NGOs working for sustainable development is imperative. The sustainable development can not be achieved by isolated efforts and projects. There has to be collaborative and coordinated actions if we aim to get concrete out come.

A national institution is needed which can facilitate the NGOs in terms of provision of quantitative information, latest information about innovative approaches and technologies and can also work as a training centre to equip trainees to work for sustainable development.

The Government must also play an active role in facilitation and implementation of NGOs programmes and projects.

Afghan refugees have been identified as one of the factor which has exacerbated environmental pollution and degradation. Government must have a policy for these refugees and restrain them from the adverse activities.

The indepth research should be done for each core environmental issue and its impact on the economy should be published.

The capacity building and strengthening of CBOs is quite essential. CBOs work in communities, with high degree of commitment. Hence they must be empowered to run the environment protection projects efficiently.

The environmental issues must be covered by the media (paper and electronic) in urdu and regional languages for the benefit of the masses.

Composting system has to be introduced at mass level.

The industrial waste would be transferred into profitable product with the application of technology. Government can provide the facility in the acquisition of this technology and motivate the industrialists to invest in it as they have incentive in getting profits out of this technology.

Annex 3 Summary Content Analysis

A3.01 This Annex presents the results of a content analysis of the transcripts of each of the six focus group discussions.

A3.1 NGOs – Karachi

A3.1.1 Content Analysis

| ENVIRONMENT ISSUE | PROCESS | PROGRAMME |
|--|--|---|
| Focus more on development issue and environmental concerns are secondary | Provision of sanitation, sewage | Involving community in self help projects. |
| Lack of sewage system | Creating an awareness the community | Helping community building the sewage system with the help |
| Provision of Drinkable water | Providing Technical assistance | Installing a kit to provide clean drinkable water |
| Economic uplift | Advocacy & interaction | Small credit Programmes |
| Cleaner surrounding | Merging the Environmental issues with the needs of the Community | Provision of technical Assistance To acquire sewage systems sanitation |
| Desertification | Technical assistance along with monitoring aid | Project based on community involvement |

A3.1.2 Signals

- Community needs
- Donor's interest
- The awareness created by environmental agencies
- NCS (UNDP developmental project, environmental clubs in schools, FAO land rehabilitation. Project, Quetta solid waste management project, irrigation project, livestock feed resources project.

A3.1.3 Challenges & Constraints

- Scarcity of funding
- Absence of Liaison b/w private sector,
- NGOs & Government.
- Lack of will to implement NCS
- Environment perceived foreign agenda by a significant number of people they consider their essential needs, hunger, shelter and health needs to be focused first.
- Ineffective coordination b/w provincial and federal agencies,
- Consultative mechanism are slow to developed are resisted y vested interest

Recommendations

- Increased access to information technical knowledge
- Promoting an environment friendly attitude.
- NCS implementation requires reorientation of existing investment profiles
- Strengthening of existing institution & capacity building has to be addressed.

A3.2 NGOs – Lahore

A3.2.1 Content Analysis

| ENVIRONMENTAL ISSUE | PROCESS | PROGRAMME |
|---|---|--|
| Environmental awareness | Consultation for NCS Advocacy Publications Forming Pressure groups | Various programme for environment awareness advocacy, pollution abatement and aforestation |
| Deforestation | Advocacy | Forest Act, aforestation |
| Protecting mangroves in coastal areas | Plantation of mangroves forest | |
| Preserving leopards | Advocacy | Awareness campaign |
| Protecting chilghoza forest | Advocacy | Awareness campaign |
| Habitat protection | Conserving by integrating people's needs | Field projects |
| Capacity building | Training workshop for industrial sector | Environment auditing plan workshop on industrial waste management, waste minimization, effective treatment technique |
| Creating awareness | Writing letters, investigation report leaflets, books, training institutes. | |
| Solid waste Management | Developing low-cost pollution monitoring kit. | Community based project |
| Efficient water use | Raising general awareness | Assessment of the intensity of cause |
| Solid/hospital waste management | Creating awareness to form pressure | Need for radical organization to tackle the issue |
| Burning of chlorine produce toxins which are carcinogenic | Developing pollution monitoring kit. | Pollution monitoring programme |
| Managing domestic waste | {Bio generation & Bio-energizer, Bio-composting} | Training community to convert kitchen waste into fertilizer. |
| OWN ACTION | | |
| Habitat protection | Advocacy creating linkage b/w developmental & environmental . issues | Field projects |
| Saving Snow leopard education. | Establishing schools | Funding schools |

A3.2.2 Signals

- Strategy and policy of the organization.
- Demands placed by the community.
- The vision created by national conservation strategy.

A3.2.3 Mechanism

(as identified in Health Check Section)

A3.2.4 Challenges & Constraints

- Resistances from Community
- Lack of legislations
- Lack of technical know how
- Rack and discontinuation of funding

Recommendations

- Adoption of Environment the tiredly programmes & policy should become a part of oath for the elected representatives.
- Focus on coordination b/w various sectors working for environment.
- Strengthening of NGO's
- NCS should be implemented.
- Working relationship b/w NGO's and government sector needs to be strengthened.

A3.3 NGOs – Peshawar

FOCUS GROUP DISCUSSION – PESHAWAR

A3.3.1 Content Analysis

| ENVIRONMENTAL ISSUE | PROCESS | PROGRAMME |
|---|--|--|
| Air is heavy with smoke Burning of tyres at Brick kilns Rickshaw creating noise & air pollution. Capacity Building | Improving awareness : advocacy (three holding walks). Training the teacher | |
| 1. 2. Lack of proper sewage system | Introducing the concept of sanitation. | Established a factory in community to help them have their low cost latrine. |
| 1.3. Deforestation in and around Peshawar | Increasing the awareness of the issue | Planted 25000 trees. Established nurseries |
| 1.4. The load on limited national resources due to the influx of Afghan refugees. | - | - |

A3.3.2 Signals

- PTA.
- Govt.
- Donors

A3.3.3 Mechanism

| ENVIRONMENTAL ISSUES | PROCESSES INITIATED | PROGRAMME IMPLEMENTED |
|---|--|---|
| Creating awareness about human resource development | Talking to people in a community sitting. Following social guidance approach. Assessment of community needs and prioritizing them with their help. Capacity building. | Initiating projects passed on the identified needs. Training DPM in problem identification Organising management, Project development. |
| 2.2 Natural Resource Management. | Consultation and involvement of Community Involving school children | Building Nurseries Planting trees 50 societies made to plant tree. |
| 2.3 Management of Municipal waste/sanitation | Introducing the concept of latrine | Providing partial funding/skill to the community 350 commode were distributed in addition to comment to pipe. |
| | Recycling organic waste | Advocating the community to separate waste themselves which the picked by the children who used to earlier Sewerage for house. (This helps save the sewerage, from health hazards). |
| 4. Feasibility of micro enterprize | Assessment of environment impact. | Taking concrete steps to reduce the environment impact. (e.g. dust emission from a cement plant contributing to chest diseases) |
| 5. Educating women | Establishing informal community schools | |
| 6. Community micro enterprize | Supporting women through credit scheme | Nursery raising by planting inside their house providing training to raise a nursery. |
| 7. Creating awareness about gender issues | Holding discussion within a community | Using the T.V. programs Gender watch as a focus discussion or issues started |
| 8. Lack proper drainage system | Designed a project to raise the street level. | Involved the community & help them raise the level of their courtyard to avoid inflow of drain water. |
| 9. Managing the agricultural land | Improving the fertility of land Improving the produce Finding the solution of efficient cultivation. | Encouraging the use of organic fertilizer Using the teaching of organic farming. Teaching environment friendly cultivation. |

A3.2.4 Challenges & Constraints

- Beareaucatic functioning at the government department.
- Lack of provision of timely information by the resource organisation.
- Lack of technical expertise.
- Dependence on donors for the invitation continuation of a project.
- Important local environment issues can not be addressed because of back of funding.
- When involving community the inequality of resources becomes a challenge. The disparity of economic means result in division in community support.
- The lacunae in the process of implementation of NCS impedes the progress towards the better environment.
- Increased urbanization and soft unclear refugee policies have resulted in burden on already scarce natural resource. This problem is more acute in NWFP and Boluchistan.
- The presence of a significant number of refugees is also influencing the social values of the society.

Recommendation

- Dissemination of relevant aspects of NCS for SCS to various NGO & the organisation working for better environment.
- Devising ways for better implementation of strategy.
- Issues specific policies be implemented.
- More attention be paid to resource management and those policies which hamper better management be reviewed.

A3.4 Private Sector – Multinationals (Karachi)

A3.4.1 Content Analysis

| ENVIRONMENTAL ISSUE | PROCESS | PROGRAMME |
|---|---|--|
| Managing the waste Produced by fertilizer industry | Recycling & reusing | Installed chromium recovering chromium sledge |
| | | Reusing waste water |
| Controlling air emission vapours | Sucking the vaporous at source level | Local exhaust ventilation installed |
| Emission of pollution in air (HUBCO) | Raised the level of chimney | To management reduce the pollution's at service |
| Air emission | Reducing the level of sulphur | |
| Water managed | Water recycled | |
| Managing the waste produced by pharmaceutical sector | Focusing on the solution and acquisition of technical expertise | |
| Use of leaded fuel | Some advocacy for use of lead free petroleum | |

A3.4.2 Signals

- International pressures
- Meeting the standard to be able to expert
- Compliance with NEQS
- Advocacy and increased awareness

A3.4.3 Mechanism

As specific in health check

A3.4.4 Challenges & Constraints

- The lack of technical expertise to efficiently manage residual waste
- Installation of treatment plant in already constructed industrial sites (space problem.)
- Multinational through internally motivated one being penalized because of being more visible as an industry
- NEQS are not industry specific therefore meeting them become a challenge

Recommendations

- Municipal waste be managed by Government.
- Sites be marked for dumping industrial waste
- Industries should be reassessed in term of the amount of hazardous waste they are producing.
- Increased advocacy for efficient management of waste at the source level and not at end of the pipe.

A3.5 Private Sector – Industry (Karachi)

A3.5.1 Content Analysis

| ENVIRONMENTAL ISSUE | PROCESS | PROGRAMME |
|--|---|---|
| Air emissions | Developing technology | Planting incinerator |
| Scarcity of water | Conservation of water by recycling | |
| Conserving water in leather industry | Instead of continuous washing, leather is washed in bulk | Monitoring of the process causing excess use of water |
| | Introducing environment Friendly chemicals to monitor the discharged level of chrome. | Introducing new technology |
| Waste management | Level of sulphide lowered through air compression | Chemical treatment programme |
| Controlling air emission (in cement factory) | Introducing new technology | Maintaining dust free system |
| Water pollution | Limiting the level of acidity, cooling the water to reuse | Introducing environmental friendly technology |
| Designed & build incinerator | Managing solid chemical waste | Building own technology & skill. |
| (OWN ACTION) | | |
| Arrangement of industrial waste | Enhancing technology for the industry | Combined effluent plant |
| Controlling air emission | Developing technology | Planting the incinerator |

A3.5.2 Signals

- NCS has done the ground work through the process of consultation for its documentation it has created vision and has stimulated the hearts in environment friendly directions

A3.5.3 Mechanism

As mentioned above

A3.5.4 Challenges & Constraints

- The hurdle of political work to implement NCS
- There is no rebate of cost of technical investment for pollution abatement. (the treatment plants turn out to be costly due to its heavy electricity consumption).

Recommendations

- Government should facilitate industry through exemption of duty on import of technology & material.
- Provision of infrastructure is needed.
- Govt. should take lead in applying environmental friendly measures.

A3.6 Private Sector – Industry (Lahore)

A3.6.1 Content Analysis

HEALTH CHECK

| ENVIRONMENTAL ISSUES | PROCESS | PROGRAMME |
|---|--|--|
| Capacity building | Imparting environmental awareness recycling, reuse | Training clean technology |
| Controlling pollution in cement fertilizer and sugar industry | Raising the knowledge & awareness | Tech. Programme for industries |
| Sugar cane industry! Waste management | Converting solid waste into organic particles | Installing indigenous treatment plant |
| Water resource management | Reusing the water after cleaning | Water used for irrigation |
| Reducing the stagnant water level of Kasur Tanneries | Monitoring the levels of effluent in water | Efficient use of water in treatment of leather |

A3.6.2 Signals

- International pressure
- The export concerns
- Increased awareness as a result of advocacy for Govt. and Non-Govt. Organization

A3.6.3 Mechanism

As identified in health check

A3.6.4 Challenges & Constraints

- Lack of reliable labs for determining chemical levels of effluents.
- Many small industry owners do not understand the impact of environmental pollution.

- The low technical knowledge and level of literacy is a barrier in developing a solution and appraisal of problems.
- Contradictory policies of government e.g. environment friendly chrome has more duty than the one generally in use.
- EXPCO does not have the needed expertise.
- The limitation of space to install treatment plant is a big constrains.
- Challenges faced by the specific industries demand indigenou, home grown, solution.

Recommendations

- Financial aid e provided to small & medium industries, to help them adopt environment friendly technologies.
- Low cost technology and an active role in provision of information is needed by chamber of commerce.
- A model treatment plant in every industrial sector would help people adopt pollution abatement methods
- NEQ levels be made industry specific.

Annex 4 Profile of Participants

A4.01 Before the start of each focus group discussion participants were asked to fill out a brief Profile, that asked for the following information:

Name:

Organization: Designation:

Age:

Education:

- Formal Training In Environment:
- Attended Course (if any)
- Seminar (if any)
- Workshop (if any)

Responsibilities in organization:

Knowledge about national conservation strategy:

Please very briefly explain, what you know about national conservation strategy.

Briefly list its targets and goals.

Experience (time period) in working on environmental issues:

Please mention any environmental projects (completed and ongoing) that you were/are associated with:

A4.02 Based on this information Table A4.1 provides key data on the profile of participants in each focus group discussion.

Table A4.1 Profile of Participants

| Participants | NGOs | | | Private Sector | | | Total |
|-------------------------|------|----------------|-----|----------------|-----|-----|-------|
| | K | L | P | K-M | K-I | L | |
| Number | 6 | 6 ^a | 9 | 8 | 7 | 9 | 44 |
| Female/Male | 1/5 | 3/3 | 5/4 | -/8 | -/7 | 1/8 | 2/24 |
| Age | | | | | | | |
| Under 30 | 0 | 1 | 6 | - | - | 2 | 9 |
| 30 to 45 | 4 | 3 | 1 | 2 | 4 | 3 | 16 |
| Over 45 | 2 | 2 | 1 | 5 | 3 | 3 | 16 |
| Education | | | | | | | |
| BA | 1 | 0 | 4 | 3 | 3 | 2 | 13 |
| MA | 5 | 4 | 5 | 4 | 2 | 3 | 23 |
| PhD | 0 | 1 | 0 | 1 | 2 | 2 | 6 |
| Training ¹ | | | | | | | |
| Courses | 4 | 1 | 4 | 7 | 5 | 2 | 23 |
| Seminars | 4 | 3 | 4 | 8 | 7 | 4 | 30 |
| Workshops | 5 | 3 | 4 | 7 | 7 | 3 | 29 |
| Experience ² | | | | | | | |
| < 3 years | 1 | 1 | 3 | 1 | 1 | 1 | 8 |
| 3-6 years | 3 | 2 | 2 | 3 | 2 | 3 | 15 |
| > 6 years | 2 | 2 | 1 | 1 | 3 | 1 | 10 |
| Projects ³ | 6 | 5 | 9 | 7 | 7 | 9 | 43 |
| Know NCS | | | | | | | |
| Texts | 3 | 4 | - | 5 | 5 | 4 | 21 |
| Goals/Tgts | 3 | 5 | - | 5 | 4 | 2 | 19 |

¹ Formal training in environment-related subjects.

² Experience in working on environmental issues.

³ Associated with Environment-related projects.

^a One Participant did not provide his profile.

K: Karachi - M: Multinationals

L: Lahore - I: Industry

P: Peshawar

Annex 5 Research Design

A draft research design was discussed with the MTR Coordinator on November 1, 1999. On November 2, 1999 a meeting to discuss conceptual issues and identify potential stakeholders, was also held with Mmes/Messrs Stella Jafri (Advisor to Asia Regional Director), Mohammad Rafiq (Head of programme), Nikhat Sattar (Deputy Head of programme), Nargis Alvi (Head, Karachi Office), Gul Najam Jami (Head, Sarhad Office), and Abdul Latif Rao (Head, Balochistan Office). In the light of this discussion, a revised version of the design was sent to IUCN for approval. The approved design is reproduced in this Annex.

A5.1 Conceptualisation of Research Objectives

The present study is one of six background studies being prepared for IUCN ("Client") in support of a mid-term review (MTR) of Pakistan's National Conservation Strategy (NCS).⁵

A5.1.1 Pakistan NCS

On March 1, 1992, the Cabinet approved the Pakistan National Conservation Strategy (NCS). The NCS describes the country's deteriorating resource base and its implications. It sets forth the beginnings of a plan to integrate environmental concerns into virtually every aspect of Pakistani economic life.

The strategy has 3 *overriding objectives*:

- 1) conservation of natural resources;
- 2) sustainable development; and
- 3) improvement of efficiency in the use and management of resources.

Reaching these depends in turn on 3 *operating principles*:

- 1) Achieving greater partnership in development and management;
- 2) Merging environment and economics in decision-making; and
- 3) Focusing on durable improvements in the quality of life of Pakistanis.

Given these objectives and principles, under 6 major areas of focus, the NCS defined 14 *programme areas for implementation*:

1. Maintenance of Natural Resources
 1. Maintaining soils in croplands
 2. Protecting watersheds
 3. Supporting forestry and plantations
 4. Restoring range-lands and improving livestock
 5. Protecting water bodies and sustaining fisheries
 6. Conserving bio-diversity
2. Increasing the efficiency with which critical resources are used
 7. Increasing irrigation efficiency
 8. Developing and deploying renewable sources of energy
 9. Increasing energy efficiency
3. Investing in preventing and abating industrial and urban pollution
 10. Preventing and abating urban pollution
 11. Managing urban wastes
4. Developing local institutions of community management

⁵ The other studies are on: (i) financial resourcing for NCS implementation, (ii) environmental legislation, (iii) mass awareness initiatives, (iv) district and provincial conservation strategies, and (v) institutional development.

5. Promoting the motivation for family limitation through environmental concern
6. Preserving the country's cultural heritage

The strategy is to be implemented by public sector, private sector and civil society. This study focuses on the roles and perspectives of NGOs and the private sector.

A5.1.2 Objectives of the Mid-Term Review (MTR)

The mid-term review is being carried out by four consultants, under detailed terms of reference [attached to this Study as Annex 1, Attachment 1⁶]. These terms of reference provide the overall background to the present study.⁷

In brief, the MTR has two main objectives:

1. To assess the progress achieved since the adoption of the NCS, taking into account all the influential factors. This would entail: achievements with regard to the core program areas; institutional development; capacity development; legal framework development; policy development (financial instruments, fiscal incentives, monetary and credit policy links, sustainable trade policy). This would be approached through an assessment of public sector programmes, donor funded programmes and projects, and *initiatives undertaken by NGOs and private sector organisations*—of these, this last, in italics, is the subject of the present Study.
2. To analyse and collate lessons learned so far, draw conclusions and formulate recommendations regarding adjustments of NCS as a holistic and integrated strategic guideline for sustainable development in Pakistan. Thus MTR is a forward-looking study. In examining the problems and achievements of the past, it would point clearly toward the future in its recommendations, especially on the following questions: (i) to what extent should the NCS be reformulated, refocused or rewritten to take into account new developments and changes in the context? (ii) what should be the future role of supporting institutions, including national and provincial governments, donors, NGOs and others?

In pursuit of these objectives, 13 tasks have been identified, of which Task (ii) bears on the present Study:

- ii. FOCUS GROUP DISCUSSIONS ON THE CHANGING CONTEXT, AND ON PROGRESS AND NEW PRIORITIES IN ENVIRONMENT-AL CONSERVATION AND SUSTAINABLE DEVELOPMENT – issues not really covered by the NCS – ... globalisation of markets, new international obligations, etc. explain. [sic.] We need many perspectives on this, to regroup priorities. Furthermore, a contextual discussion will help to focus and revise the sustainable development analytical framework; and it will reveal people who have useful information, for later detailed interviews, etc.

A5.1.3 Study Objectives

These focus group discussions are motivated by Client's desire to look forward, as well as back. They should focus on the changes that have taken place in the context, and on progress and new priorities in sustainable development. There were areas covered in the NCS that were never implemented, for whatever reason, but which are still important. But conditions have changed too. Some things in the NCS may no longer be important. And there are new issues not really covered by the NCS – climate change, globalisation of markets, new international obligations, etc. Client needs many perspectives on this, to regroup priorities.

If the NCS is to continue, it must be focused on sustainable development. It is therefore more useful to find out what people feel have been the main areas of sustainable development progress, how this was achieved (with the NCS or not), and remaining constraints. This will help in making adjustments to the NCS.

⁶ These terms of references were provided to Consultants on September 30, 1999. They are a revised version of an earlier draft, dated May 26, 1999. The main change is a substantially revised and expanded Methodology section.

⁷ The MTR team consists of Art Hanson, IISD (Leader, CIDA-funded), Stephen Bass, IIED (DFID-funded), Aziz Bouzaher (World Bank), and G. M. Samdani (National Consultant).

Not all NCS projects can be assessed. These discussions should identify those projects that matter in today's context.

Finally, a contextual discussion will help Client to focus and revise the NCS sustainable development analytical framework. It will reveal people who have useful information, for later interviews. Etc.⁸

Within these overall objectives, however, the Study was guided by its separate terms of reference provided by Client [attached to this Study as Annex 1], and supplementary agreements reached in the course of discussions.

A5.1.4 Methodology

In support of the MTR's objectives, the present Study will focus exclusively on the initiatives undertaken by NGOs and private sector organisations.

Six Focus Group Discussion workshops will be conducted to assess the views of 6-8 selected members per group from the private sector (in Karachi and Lahore) and from non-government organisations (NGOs) (in all 4 cities) on six topics, as defined in the Terms of Reference provided by Clients:

1. A sustainable development "health check";
2. Identification of "own actions" that led to success;
3. The "signals" that have enabled them to do this;⁹
4. The "mechanisms" that they themselves have adopted;
5. The major "challenges and constraints"; and
6. "Recommendations" for the future.

As explained by Bass (1999), "progress" under NCS may be measured in the following four ways (in increasing level of ambition):

1. Input Measurement We can measure inputs made into the NCS activities (money, people, and other resources).

2. Output measurement We can measure the outputs achieved, e.g. physical products (money, people, and other resources).

3. Assessment of Outcomes The quality and impacts of an activity in terms of changes to ecosystem conservation or human well-being. There are many ways of organising the ingredients that are especially critical for sustainable development. For the purposes of the present study, the following categorisation of "key outcomes" shall be used:¹⁰

- Natural resources maintained
- Efficiency of resource use increased
- industrial and urban pollution prevented
- local institutions of community management developed
- Motivation for family limitation through environmental concern promoted
- The country's cultural heritage preserved

4. Assessment of core processes/systems that help make the transition to sustainable development There are various processes that are known to be helpful. For example, communication, participation, policy development, legal/institutional development, capacity development, etc. These are the elements that allow a *continuous improvement* approach to sustainable development. Many are included in the NCS as 'core areas'. Bass (1999) suggests the following core processes/systems that contribute to successful outcomes:

- Improving awareness/advocacy
- Improving participation in debate/action
- Improving research/analysis

⁸ These four paragraphs are reproduced, with minor changes (for clarification), from Bass (1999).

⁹ In addition to "signals" there is also a need to identify "drivers" that induced success.

¹⁰ This departs slightly from Bass (1999), by remaining closer to the internal logic of the NCS categories (see section 1.1 above). Bass suggests the following list: ecological processes conserved, bio-diversity conserved, resource quantity and productivity maintained, economic efficiency improved, poverty and inequity reduced, pollution prevented, human health improved, and culture conserved.

- Improving information and knowledge management
- Setting goals and priorities
- Ensuring coherence and co-ordination between policies
- Improving capacity, technology and resilience
- Empowerment where it is needed
- Monitoring and learning processes
- Supportive NCS process management

While 1 and 2 above are usually monitored (because of ease of quantification), the present Study should focus more on 3 and 4. In this way an analytical framework can be provided in the form of a matrix with the above processes/systems as rows, and a list of outcomes (such as the one under 3 above) as columns.

An analytical framework, adapted from Bass (1999), to unify 3 and 4 for the purposes of the present Study, could be as shown in Table 1.

Table 1. An Outline Analytical Framework to Guide Discussions

| Enabling Factors | Key Outcomes | | | | | |
|--------------------|------------------------------|-----------------------------------|--|------------------------------|---|---------------------------------------|
| | Natural resources maintained | Resource use efficiency increased | Industrial and urban pollution prevented | Local institutions developed | Motivation for family limitation promoted | Country's cultural heritage preserved |
| Own actions | | | | | | |
| Mechanisms adopted | | | | | | |
| Enabling Signals | | | | | | |

The six-point categorisation of key outcomes in Table 1 can also be used to guide discussions on the “health check” of sustainable development progress, and on the identification of constraints to and formulation of recommendations for future progress.

A5.2 Selection Criteria & Group Composition

Selection criteria and accordingly the list of those who will be invited to join the groups have been formulated separately for the NGOs and the private sector.

In the light of resources available, and discussions with Clients (on November 1 and 2, 1999), it was decided to hold six focus group discussion (FGD) workshops—three with NGOs (in Karachi, Lahore and Peshawar—for regional diversity), and three with the private sector (one with multinationals and banks, and one with industry in Karachi, and one with industry in Lahore).

In each sector, the groups were selected from a larger list of NGOs (or private sector institutions) engaged in or knowledgeable about environment and sustainable development.

In order to ensure an attendance of 6-8 members per group, 15 members will be invited to join the group.

A5.2.1 Non-Government Organisations (NGOs)

Lists of NGOs in the environment sector were solicited from Client, SDPI (from whom a response is awaited), and NGORC. Also, lists of interviewees provided in reports supplied by Client were examined (see Selected Bibliography). On this basis, a list of potential invitees in Karachi, Lahore, Peshawar and Quetta was compiled.

From this list, with the approval of Clients, the following 15 NGOs were selected in each city.

| Karachi | Lahore | Peshawar |
|----------------------------|--------------------|---------------------------|
| World Wildlife Federation | ABES | Khwendo Kor |
| Teacher Development Centre | FPAP | Sarhad Rural Support Corp |
| SCOPE | Shirkatgah | SUNGI |
| R&TI, Orangi Pilot Project | SATH | PEPF |
| PROMAC | WW Fund for Nature | KK Women & Env Dev Prog |

| | | |
|--------------------------------|---------------------------------|------------------------------|
| PILER | WWF Pakistan | PERD |
| Development Centre | South Asia Partnership | AWARE |
| Bahnn Beli | Environment Journalist Forum | Better Env Education Maxim |
| Aga Khan Foundation | Aurat Foundation | Pak-German ECT Project |
| Assoc for Protection of Env't | BUNYAD | CTA Livestk Ext (AHITI Proj) |
| SHEHRI | Natl Assoc for Prot of Env | |
| Soc for Energy, Env & Dev | Natl Assoc of Pak for Env | (In view of shortage of |
| Pollution Control Soc of Sindh | SAHE | names, more than one person |
| Lyari Comm Dev Project | Intl Federation for Cons of Env | may be invited, to make 6-8 |
| Env Management Society | PIEDAR (Islamabad) | participants) |

Through telephone follow-up an effort will be made to ensure compatibility in the seniority level of invitees.

Clients have approved this list of final invitees. Clients have also authorised Consultants to make such changes as may become necessary in the light of unforeseeable events.

A5.2.2 Private Sector

The Study seeks to identify private sector investments and/or projects in the environmental management and greening of the pertinent sectors. Accordingly, for the private sector groups, an effort was made to enlist group members from firms that have made investments, have a programme, or are knowledgeable about environment-related issues in industry.

Key stakeholders/informants for the environment in the private sector were selected from (a) federal and provincial chambers of commerce and industry; and from (b) multinationals and banks. From this list of identified key informants, the following 15 invitees were selected for FGD workshops in Karachi and in Lahore.

| Karachi (Banks) | Karachi (Industry) | Lahore (Industry) |
|----------------------------|---------------------------|-----------------------------|
| ABN Amro | FPCCI Representative | Lahore Chamber Rep |
| Citibank | Karachi Chamber Rep | Kot Addu Power Co Ltd. |
| Standard Chartered | Shafi Tanneries | Coca Cola Export Ltd. |
| Bayer (Pak.) Ltd. | Din Leather | Pepsi Cola International |
| Berger Paints (Pak) Ltd. | Leatherfield | Dawood Hercules Chemicals |
| Beecham (Pak) Ltd. | Zahur-Sancho | Bata Pakistan Ltd. |
| Burmah Oil Co (Pak.) Ltd. | Diamond Textile | Noon Sugar Mills |
| Bristol-Myers Squibb | Sanaullah Woolen Mills | Shareef Garments |
| Engro Chemicals (Pak) Ltd. | Al-Abid Silk Mills | Flying Kraft Paper Mills |
| ICI (Pak.) Ltd. | Habib Oil Mills | Packages Ltd. |
| Shell (Pak.) Ltd. | Century Paper Mills | Leater Masters Ltd. |
| Allied Bank | Bawany Sugar Mills | Prime Tanning Industries |
| Habib Bank | Dadabhoy Cement | Din Textile Mills |
| Muslim Comm Bank | Fauji Fertilizers | Century Paper & Board Mills |
| National Bank | NMC, ETPI Rep | PTA-NEC (Consultants) |

Through telephone follow-up an effort will be made to ensure compatibility in the seniority level of invitees.

Clients have approved this list of final invitees. Clients have also authorised Consultants to make such changes as may become necessary in the light of unforeseeable events.

A5.3 Moderating Protocol (Discussion Guidelines)

Language: The moderator should start the discussions in English. Although English would be preferred, discussants should be allowed to speak freely in the language of their choice. (If more than one language is used, the transcription would be multilingual.)

Opening: The moderator would keep to a standard opening:

Assalamu alaykum. My name is {or: I am Dr.} Salma Siddiqui. I represent Arshad Zaman Associates, a private firm that carries out studies on socially important issues. Currently, we are engaged in a study to review the *progress achieved* since the adoption of the Pakistan National Conservation Strategy (or, as it is widely known, NCS). We also hope to identify what *lessons* have been learned so far, and what *recommendations* can be made on how the NCS can be adjusted or modified to promote sustainable development in Pakistan.

In particular, we are interested in the role played by NGOs [banks, or industry, as the case may be] in this process, and their perspectives on the questions we are exploring.

I am grateful to you for accepting our invitation to participate in this Focus Group Discussion.

The moderator may then provide a framework for the discussions (including time allocated). One possibility is to divide the six questions provided by Client in the TORs, into three discussion themes: (i) focusing on the present – progress achieved so far, (ii) focusing on the past – lessons of experience, and (iii) focusing on the future – challenges ahead, and how to overcome them. Each of these is discussed below, separately. Each section begins with a reproduction of the item(s) of the TORs that would be covered under the theme dealt with in the section.

A5.3.1 Theme 1 (Present): What have we [NGOs/Private Sector] achieved and why?

- a) *a sustainable development health check (major conservation and sustainable development improvements and their reasons) [—TORs]*

This part of the discussion should seek to *identify* the major conservation and sustainable development improvements, and their reasons. (At her discretion, the moderator may like to defer a discussion of the “reasons” to the next discussion theme. In that case, the “reasons” questions listed below should be taken up later.)

To the extent possible, the moderator should facilitate the group to define (and rank) the top sustainable development improvements, and the main reasons behind them.¹¹

In addition, the moderator should consult Annex 1 to the MTR TORs, and Zehra (1999) for some of the questions that can be asked in this area.

A5.3.2 Theme 2 (Past): How did we achieve this/these?

- b) *Where the NGOs/private sector feel their own actions have been able to make progress in sustainable development*
- c) *The signals that have enabled them to do this – policies, legal changes, fiscal changes, market demands, international campaigns, sources of extra financing – and how these were linked to NCS*
- d) *The mechanisms that they themselves have adopted – codes of practice, international links, etc. [—TORs]*

Having established the main sustainable development improvements, the second theme should explore where [?] *their own actions* (including especially, *mechanisms* that they adopted) led to progress, and where *external signals* were the source of progress.

A5.3.3 Theme 3 (Future): What challenges/constraints lie ahead, and how will we overcome them?

- e) *Major challenges and constraints for further improvements (external sources and within their own organisations)*
- f) *Recommendations for the future [—TORs]*

¹¹ Suggested by Bass (1999).

Facilitate the Group to define (and rank) the top challenges and constraints (the two terms may be used interchangeably) to further improvements. In addition, the moderator should consult Annex 1 to the MTR TORs [reproduced in this Study as Annex 1, Attachment 1, Appendix 1], and Zehra (1999) for some of the questions that can be asked in this area.

A5.4 Coding Frame for Content Analysis

Based on a content analysis of the verbatim transcripts of the discussion, the Study seeks to assess the status of, and/or find answers to, the following six issues and/or questions, specified in the TORs for the Study:¹²

- 1) A sustainable development “health check”;
- 2) Identification of “own actions” that led to success;
- 3) The “signals” that have enabled them to do this;
- 4) The “mechanisms” that they themselves have adopted;
- 5) The major “challenges and constraints”; and
- 6) “Recommendations” for the future.

In discussing these, the moderator will focus on the following “key outputs” of the NCS process:

- Natural resources maintained
- Efficiency of resource use increased
- industrial and urban pollution prevented
- local institutions of community management developed
- Motivation for family limitation through environmental concern promoted
- The country’s cultural heritage preserved

As clarified by Client, the phrase “sustainable development improvements” (or “progress” or “success”) will be taken to refer to mainly to processes initiated, and programmes implemented, rather than final outcomes. Thus processes and programmes initiated will be the main indicators of “key outputs”.

The content analysis will explore whether the following processes were involved in the programmes identified as indicators of sustainable development:

- Improving awareness/advocacy
- Improving participation in debate/action
- Improving research/analysis
- Improving information and knowledge management
- Setting goals and priorities
- Ensuring coherence and co-ordination between policies
- Improving capacity, technology and resilience
- Empowerment where it is needed
- Monitoring and learning processes
- Supportive NCS process management

As key explanatory variables will be identified by participants in the discussion, a more precise coding frame can not be specified in advance.

¹² In Section 3, these have been grouped under six themes.