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# Assessing and Developing Capacity to Improve Participatory Environmental Management in Selected Districts of Pakistan

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## Revised Project Proposal

Submitted to:

**Asian Development Bank  
Poverty and Environment Programme  
Manila, Philippines**

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By

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<b>A. Basic Data</b>
<b>1. Activity Title:</b> Assessing and Developing Capacity to Improve Participatory Environmental Management in Selected Districts of Pakistan
<b>2. ADB Project Officer:</b> Raza Ahmad, RSDD with PRM Project Implementation Officer (Environment)
<b>3. Request Date:</b> 28 <sup>th</sup> September, 2005
<b>4. Implementing Organization:</b> Leadership for Environment And Development (LEAD) Pakistan
<b>5. Types of Interventions:</b> Information Dissemination with synergistic support by Pilot Intervention and Analytical Study
<b>6. Amount of Request:</b> US \$ 116,030
<b>7. Period this funding request will cover:</b> 1 year (12 months)
<b>8. Region/Country:</b> Pakistan
<b>B. Description of Implementing Organization</b>
<p>Leadership for Environment and Development (LEAD) is a non-profit organization working to create and sustain a global network of leaders who are committed to promote change towards patterns of economic development that are environmentally sustainable and socially equitable. Today, LEAD International Inc. is a vibrant global organization, with 14 country and regional programs in Asia, Africa, North and South America, and Europe.</p> <p>LEAD Pakistan member programme was established in 1995 as a Non-Profit Organisation. It is registered under the Societies Registration Act XXI – 1880, and has established itself as the premier capacity building organization in the country. To manage its operations LEAD Pakistan employs a staff of 30 in the head office and 170 in the project offices; as per the annual audit report 2004 a budget of Rs. 43,989,825/US \$ 7,33,163 (ER: \$ 1=Rs.60) was expended in pursuit of the annual plan of activities. The management of the organization vests in an autonomous Board of Governors (BOG), elected in accordance with the organisational charter. The BOG members are eminent personalities, representing the Government, NGOs, and the Corporate Sector, and are associated with LEAD Pakistan in an honorary capacity.</p> <p>LEAD Pakistan carries out a range of activities, and forges partnerships with organizations having similar mandates of strengthening the sustainable development processes &amp; mechanisms. The delivery of quality services to its partners is ensured through ISO 9001: 2000 &amp; Pakistan Centre for Philanthropy (PCP) certification making it distinct from other non-profit organizations in Pakistan. While LEAD Pakistan is well known for its Leadership Development Program, aimed at developing a critical mass of leaders in all segments of society for informed policy planning &amp; decision making, the organization has also established the following four thematic programs i.e. Education; Governance; Corporate Social Responsibility and Partnerships; and Environmental Management Services.</p> <p>Each of the above programmes is banking on the core competencies of the organization to conduct specialized trainings; carry out policy research; facilitating and arranging stakeholder/policy dialogues; establishing a multidisciplinary network and outreach; and implementing impact oriented projects. The in-house expertise of the human resource provides mix strength of environment, social sciences, management and IT related expertise; complemented with other facilities to implement the organizational activities through interalia service units such as IT; Quality Assurance Services (QAS); Administration &amp; Communications.</p> <p>Based on the success of our current and previous engagements with local communities and Local Government system in Pakistan, we are confident of our cutting edge knowledge and capability to build the requisite capacities and institutional processes to initiate and operationalize sustainable Participatory Environmental Management Practices and Environmental Justice at local levels. To date, we have already helped develop the capacities of several Local Government representatives and members of CBOs under the UNDP projects, “Essential Institutional Reforms Operationalization Programme” and “Devolution Trust for Community Empowerment” respectively. In addition, under Democratized Education Management and Ownership Project (DEMO) funded by USAID-ESRA, in two districts of Sindh Province, local government representatives and communities are being capacitated to pursue demand driven Education planning and service delivery. In order to develop a critical mass within communities, they are also being trained to use tools of Participatory Monitoring &amp; Evaluation.</p> <p>Environment and Development is LEAD Pakistan’s home turf, as we initiated our organizational operations around the theme of sustainable development. Our experience is stretched over diverse dimensions of environment, ranging from services in environmental management, environmental governance, pollution prevention and control, and natural resource management by conducting research, stakeholder dialogues, trainings, policy advocacy and providing value add to reviews of EIAs/IEEs environmental monitoring, environment audits, and environment surveys. In our interventions we have partnered with federal and provincial governments/regulatory bodies, as well as key donors providing support in environmental issues. Details on our specific interventions are accessible on <a href="http://www.lead.org.pk">www.lead.org.pk</a></p>

## C. Proposed Subproject

### 1. Background and Rationale:

Invariably it is the poorest of the poor who are the most vulnerable to deficiencies in environmental actions, policies, laws or enabling milieu for safeguarding environmental rights, including the right to manage their own resources.

In Pakistan Participatory Environmental Management, although covered under various policies and statutes<sup>1</sup>, is yet to be realized on-ground. Major impediments range from issues of weak institutional & enforcement capacities to absence of a culture of stakeholder dialogues and mechanism of interest articulation by the communities. As a result environmental degradation goes without any checks, at the cost of vulnerability to disadvantaged groups. This phenomenon is more prominent for those districts either having rich natural resource endowments (e.g. Abbottabad) or being the center of industrial activities (e.g. Kasur). Environmental degradation in such locations not only create imbalances in the local ecosystem resulting in adverse perpetual impacts on lives and livelihood of local and surrounding populace, but also forces the most vulnerable especially the poor to face adversities without any options to alleviate the pressure.

Abbottabad is a mountainous and rugged district of NWFP. The predominant source of livelihood in this district hinges upon the benefits and services drawn from its pristine natural resources. Of the total reported area of 179,654 ha, 48.2% of the land is designated for agriculture (of which only 4% is irrigated), while forests cover 20% of the total area. Subsistence level agriculture is the major economic activity, and additional income generation is realized through backyard poultry, livestock and off farm activity. The unbridled economic growth has exposed the district to a major land-use change on account of haphazard construction and absence of zoning laws. If this is seen in the context of high population density, i.e. 470 per square mile, this phenomenon presents a picture of immense pressure on natural resources and consequently livelihood. Considering the high unemployment rate of 31.14 %, and 34% of population living below the poverty line, environmental degradation has a direct bearing on increasing poverty besides irreversibly damaging the ecosystem.

District Kasur is known for two main contributions: a) Support to the national economic development through Small & Medium Enterprises (SMEs), and b) Multiple health and environmental challenges arising out of the irresponsible effluent disposal by the leather tanneries. With a population of approximately 2,376,000, Kasur is a hub of tanning industry that has existed for several years. Tanning industry ranks third in the export earnings of Pakistan, while Kasur ranks second. However, from an environmental context it is also notorious as the worst polluter. The effluent discharged (13000 m<sup>3</sup>/day) by 237 tanneries, with high chemical and biological pollution load has rendered big stretch of fertile land into lakes of stagnant wastewater, which is adversely affecting human life, agriculture and livestock in Kasur. The residents, especially the tannery workers, have been the victims of this pollution leading to severe ailments such as eye diseases, skin irritations, kidney failure and gastrointestinal problems. Further information on the target districts is attached as Annex I.

The proposed project attempts to develop a recognition amongst the decision makers that the vulnerable and poor are the key stakeholders in development planning and implementation. The project will initiate the process of responsive governance in the target districts to inculcate the interest of the poor as a core concern in decisions relating to changing land-use, clearing forests for infrastructure development, developing industries or any other activity that directly affects the local ecosystems. In the context of women, environmental conditions in both the target districts add to the vulnerability of women with regard to health, work-conditions, and domestic responsibilities. Hence, women, vulnerable and the poor being the direct affectee constitute the central focus of all project interventions.

In line with the PEP focal area of Sustainable Livelihoods, the project will utilize the concept of Participatory Environmental Management (PEM) for the conservation and sustainable use of natural resources and ecosystem services in districts Kasur and Abbottabad. The project addresses the issue of sustainable environmental management for sustained livelihoods of the vulnerable by harnessing the principles of social inclusiveness (through proactive participation of vulnerable, poor, and women in project activities) and decentralized public service delivery. The proposed project is also in consonance with the ADB CSP 2002-2006 and PRSP, by developing the project design around the thematic priority of 'Decentralization' and 'Sustainable Environmental Management'. It also builds upon the processes and mechanisms being strengthened through ADB Loans, Access to Justice Program, Devolved Social Services Program, Decentralization Support Programme, and Industrial Efficiency and Environmental Improvement Project.

Preliminary consultations with respective district governments have already been held to gauge their willingness to participate in the proposed project. During this process, relevant information on district profile and environmental issues was provided by the Planning and Environment Officials of the District Government. Moreover, both the districts expressed fervent interest in supporting the project under formal agreement with LEAD Pakistan, which will be finalized upon approval of the project.

<sup>1</sup> Pakistan Environmental Protection Act 1997 provides for paraphernalia of institutions to promote environmental justice, there exists unfortunately no demand for effective functioning of these instruments.

## **2. Objectives:**

The overall goal of the project is to contribute to equitable and enabling conditions for the poor and vulnerable to participate in environmental management processes and mechanisms. The purpose of the project is to create knowledge around the theme of participatory environmental management and empower people of district Kasur and Abbottabad to access environmental justice through organized and effective networks.

Specific objectives of the project are structured around Principle 10 of the Rio Declaration, and are as follows:

1. To facilitate marginalized and vulnerable groups' 'Access to Participation' in decision making for environment and sustainable development in two selected districts of Pakistan.
2. To develop and strengthen links amongst stakeholders' groups to improve 'Access to Information' on environment and development issues for informed decision making in the target districts.
3. To raise awareness and build capacities of key stakeholders for effective 'Access to Justice' on environmental issues.

## **3. Scope of Work/Description of Proposed Approaches:**

The subject project has been designed to address three main objectives, as given in the preceding section. All project activities and outputs/outcomes have been devised to channel into the defined objectives as a means to achieve the overarching goal. Therefore, the logical course of action for expansion of the approved concept framework is to follow the same objective oriented activity design.

### **Activities:**

The following are envisaged as key activities under each objective of the project:

#### **Objective 1:**

- 1.1 Undertake a comprehensive situational analysis in Abbottabad and Kasur, to highlight forms of environmental degradation viz vulnerability of the poor.
- 1.2 Document the deficiencies in existing policies, institutions and regulations hindering participatory decision making and suggest improvement actions.
- 1.3 Conduct interactive stakeholder dialogues on pertinent issues pertaining to PEM and environmental justice to frame responsive action plan.
- 1.4 Undertake CNA of select networks and stakeholders for appropriate redressal of capacity gaps in line with project objectives.

#### **Objective 2:**

- 2.1 Analyze existing networks for strengthening and create new stakeholder networks for environmental management, interest articulation and demand creation for environmental justice.
- 2.2 Identify and strengthen Focal Offices for PEM within District Governments of Abbottabad and Kasur.
- 2.3 Facilitate creation of MAs in the target districts around the theme of PEM.

#### **Objective 3:**

- 3.1 Develop training modules and deliver training to relevant stakeholders (including bar councils and press clubs) and networks in PEM tools as well as public interest litigation processes.
- 3.2 Facilitate relevant stakeholders to file at least two cases of public interest litigation on environment in each target district. Document the best practices of environment related public interest litigation and develop user friendly guidelines for replication.

The activities listed above are independent of on-going activities of LEAD Pakistan. All activities employ a participatory approach in order to attain maximum ownership of the project agenda and operations. For instance, Stakeholder networks and dialogues, proposed under the project, will ensure adequate representation of all stakeholders (poor, vulnerable, and women). Furthermore, the opportunities provided by the LGO 2001 through provision of institutions such as Musalihat Anjumans will be utilized to bridge the gap between local communities and the administrative structure. Women and women groups will be especially targeted for this intervention by facilitating certain women issue specific MAs. The local communities in the identified districts, including women are already adept in participatory exercises and are expected to extend their full cooperation in project implementation.

To sustain project activities beyond its life for maximum impact and benefit to the stakeholders, the Local Government will be involved in project activities to enable it to serve the role of a institutional home for the knowledge assets created and facilitate resolution of environmental conflicts – especially those conflicts that endanger livelihoods of the vulnerable groups. Secondly, the project will also facilitate the stakeholder network and Local Government identify and tap into existing funding windows such as local government’s own funds, special federal/provincial grants, and provincial funds for sustainable development to sustain project activities beyond its life of one year. The involvement of the Local Government in project activities itself will provide immense support in carrying on project activities beyond its stipulated life.

#### 4. Workplan and Reporting

Please find attached a Project Work plan as Annex II. The Project Work plan gives a detailed account of the activity timelines and reporting schedule.

#### 5. Expected Outputs and Outcomes

The expected outputs of the project given below are listed under respective objective:

##### Objective 1:

- 1.1 Two situation analysis documents for Abbottabad and Kasur highlighting environmental degradation and vulnerability; its impacts on lives and livelihood, especially the poor; gender differentiated issues of environmental management; and deficiencies in relevant policies, institutions and regulations hindering PEM.
- 1.2 At least six interactive stakeholder dialogues (three in each district) on pertinent issues of PEM, inculcating a culture of dialogue on key environment and development issues.
- 1.3 Two stakeholders led responsive PEM action plans for Abbottabad and Kasur.
- 1.4 Two CNA reports, covering selected networks and stakeholders for capacity development inputs.

##### Objective 2:

- 2.1 At least six stakeholder networks for interest articulation and demand creation for PEM and environmental justice.
- 2.2 Two Focal Offices for PEM (one in each district) as repository of knowledge and continued support to stakeholders for PEM and environmental justice.
- 2.3 Two proposals for institutional strengthening of Focal Offices in each district.
- 2.4 Four Musalihat Anjumans (two in each district) for promoting PEM and environment related public interest litigation.

##### Objective 3:

- 3.1 Three training modules (one common and one specific to each district) on PEM and process for public interest litigation.
- 3.2 Six two-day training events (three in each district) for selected stakeholders, government representatives, civil society reps and networks on PEM.
- 3.3 Four “case laws” (two in each district) on best practices in public interest litigation documented for future reference and replication.
- 3.4 Two documents containing best practices for environment related public interest litigation.
- 3.5 Two set of guidelines for replication of successful public interest litigation.

A detailed Log Frame Analysis (defining outcome, outputs, activities, and assumptions) as well as detailed budget (defining inputs for each activity) attached as Annex III and IV respectively address the entire requirements of this section.

#### 6. Subproject Evaluation and Information Dissemination

The project is predominantly an information dissemination intervention with supporting activities in analytical studies pilot intervention section. All activities are information oriented and assimilated through an intense participatory process initiated with a comprehensive situational analysis of the two target districts and culminating in stakeholder dialogues and action plans. Moreover, all knowledge assets created by the project will be archived in respective district governments for continued access and utility to vulnerable groups in future.

In addition, the stakeholder network created by the project will not only steer project activities but will also inform monitoring and evaluation of project interventions. Significant observations of the stakeholder networks will be recorded in quarterly progress reports and used as a means of course correction. The replication guidelines for environment related public interest litigation will be widely shared by organizing seminars in each district inviting all key stakeholders and community reps.

**7. Scope of Replication/Use in other DMCs**

The project will design innovative pilot interventions based on best practices, emanating from situation analysis study, inter alia in the areas of Joint Forest Management, water harvesting, women empowerment vis-à-vis PEM, and community based pollution monitoring in two geographically and environmentally diverse districts of Pakistan. Based on the lessons learnt from implementation by key stakeholders, this model can be up scaled to cover other sustainable development issues and replicated in other environmentally vulnerable districts of Pakistan. Since the entire concept is tuned to the provisions of Devolution Reforms/LGO 2001 that has similar institutional, political and administrative set ups nationwide, its replication becomes highly relevant throughout Pakistan.

As for potential for adoption by other DMCs, the knowledge assets created by the project will prove to be useful literature for similar interventions in the region. In addition, the user friendly guidelines to replicate the project intervention will be a handy knowledge document for regional players desirous of replicating the project design.

**D. Cost Estimate and Disbursement Schedule**

Item	Partner Contribution	Requested	Total	Disbursement
<b>1. Preparatory Activities</b>				
-Consultants	-	22,400	22,400	
-Travel	-	4,760	4,760	
-Equipment	-	10,000	10,000	
-Others	-	1,950	1,950	
<b>Sub total</b>	<b>-</b>	<b>39,110</b>	<b>39,110</b>	<b>39,110</b>
<b>2. Implementation activities</b>				
-Consultants	-	16,440	16,440	
-Travel	-	7,000	7,000	
-Equipment	-	-	-	
-Others	-	5,600	5,600	
<b>Sub total</b>	<b>-</b>	<b>29,040</b>	<b>29,040</b>	<b>29,040</b>
<b>3. Monitoring, Evaluation &amp; Coordination of Project Activities</b>				
-Consultants	27,200	12,000	39,200	
-Travel	-	1,400	1,400	
-Equipment	-	-	-	
-Others	12,335	-	12,335	
<b>Sub total</b>	<b>39,535</b>	<b>13,400</b>	<b>52,935</b>	<b>13,400</b>
<b>4. Training and Capacity Building</b>				
-Consultants	-	14,540	14,540	
-Travel	-	4,760	4,760	
-Equipment	-	-	-	
-Others	-	15,180	15,180	
<b>Sub total</b>	<b>-</b>	<b>34,480</b>	<b>34,480</b>	<b>34,480</b>
<b>Grand Total</b>	<b>39,535</b>	<b>116,030</b>	<b>155,565</b>	<b>116,030</b>

A detailed budget is also attached as Annex IV.

### **E. Proposed Subproject Management System**

The proposed one-year project will be managed by a Project Manager nominated by LEAD Pakistan, and based at Islamabad. S/he will coordinate all the project activities and deliver outputs by associating required short-term expertise from the market in line with project objectives and outputs. One of such experts, having experience in policy analysis, poverty environment linkages, local governance and capacity development tools, will be based at Islamabad. Two teams comprising of three members each (having expertise in participatory situation analysis, stakeholder dialogues, and training and module development) will be constituted for field activities to achieve timely outputs. These teams will work closely with Focal Offices notified by each District Government to facilitate the project besides taking up the responsibility of sustaining the project benefits beyond the project life. The project will provide incremental financial assistance to Focal Offices to support the project and help them in developing proposals for funding beyond the project life. The field teams will also frequently interact with Civil Society Organizations (CSOs) as well as the networks created/strengthened under the project for their input; undertake their CNA and include them in training programmes under the project. A young professional will be hired for six-months to work with Project Manager and develop skills in policy analysis, local governance, PEM, and environmental litigation through on the job training.

The periodic progress reports, to be submitted under the project, would also have a regular feature of tracking on-ground implementation and sustainability of the project. These reports, while analyzing the progress towards outcomes will also look into the issue of course correction as a means to sustain the benefits of interventions beyond the project life.

## **Profile of Target Districts**

### **Abbottabad, NWFP, Pakistan:**

District Abbottabad has been selected for its rich ecology, biodiversity resources, country's premier forests, watersheds, and vulnerability in terms of resource degradation caused by both natural as well as anthropogenic stresses.

In terms of forests as a national resource, NWFP possesses significant importance as 31.8% of the country's forest resources exist there. Out of this, approximately 4.5% alone fall in District Abbottabad. According to the latest estimates, the population of Abbottabad is 928,000, with a density of 470 per square mile. Given the delicate ecosystem and rich natural resources in Abbottabad, these figures present a picture of immense pressure on natural resources even in ordinary situation. Considering the high unemployment ratio of 31.14 %, 34% population below the poverty line and 28 % of the workforce engaged with elementary occupations, natural resource degradation can induce an alarming situation not only for the ecosystem but also the local people.

Another manifestation of the demographic trends is the increasing demand for housing in an area where 28% of population is already living in one-room accommodation. The situation is further exacerbated by an absence of rules and laws on land use and urbanization, which strains existing services through unauthorized construction and encroachments, adding to the woes of the vulnerable already living in sensitive eco-zones. In a district where housing is unplanned, provisions for waste management, clean drinking water, and sanitation are dismal; the poor could be regarded as the most threatened in terms of health as well as livelihoods.

### **Kasur, Punjab, Pakistan:**

District Kasur has been selected for its role in economic development through Small & Medium Enterprises (SMEs) coupled with multiple environmental challenges arising from massive environmental pollution through tanneries.

With a population of approximately 2,376,000, Kasur is a hub of tanning industry that has existed there for several years. Tanning industry ranks third in export earnings in Pakistan and Kasur ranks second, but environmentally it is notorious as the worst polluter. Highly polluted effluent generated by about 237 tanneries, concentrated within the urban fringe area of Kasur has degraded the environmental conditions in the area, posing a major health hazard to the residents. The effluent discharged (13000 m<sup>3</sup>/day) by these tanneries with high chemical and biological pollution load has rendered a big stretch of fertile land into lakes of stagnant wastewater. The effluents from tanning industry are adversely affecting human life, agriculture and livestock in Kasur. The residents, especially the tannery workers have been the victims of this pollution, which has lead to severe ailments such as eye diseases, skin irritations, kidney failure and gastrointestinal problems.

Although a UNDP funded project on 'Kasur Tanneries Pollution Control Project' was instrumental in reclaiming significant proportion of chromium and sulphide, the level of BOD (Biological Oxygen Demand) and COD (Chemical Oxygen Demand) remain higher than internationally acceptable standards. High levels BOD and COD are detrimental not only to aquatic life but also adversely affects irrigation and dairy farming; direct affectees of which are the downstream farmers of River Rohri. Moreover, convincing small tanners to contribute towards, and avail the services of the treatment plant remains a major issue. These have manifested into a variety of problems for vulnerable as well as poor and can lead to an alarming environmental health and poverty situation.

**Annex-II**

**Project Work plan**

Objectives with Outputs	Months											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>Project Inception</b>												
Team mobilization and orientation												
<b>To facilitate marginalized and vulnerable groups' 'Access to Participation' in decision making for environment and sustainable development in two selected districts of Pakistan</b>												
Situation analysis in Abbottabad and Kasur												
Interactive stakeholder dialogues in each district												
Stakeholders led responsive PEM action plans												
Conduct of Capacity Needs Assessment												
<b>To develop and strengthen links amongst stakeholders' groups to improve 'Access to Information' on environment and development issues for informed decision making in the target districts</b>												
Creation and strengthening of Stakeholder networks												
Support to Focal Offices for PEM in each district												
Proposals for institutional strengthening of Focal Offices												
Facilitation for creation of Musalihat Anjumans												
<b>To raise awareness and build capacities of key stakeholders for effective 'Access to Justice' on environmental issues</b>												
Development of training modules												
Conduct of two-day training events												
Documentation of case laws												
Documentation of best practices for environment related public interest litigation												
Development of Best Practices Replication Guidelines												
<b>Coordination and management of project activities</b>												
Progress Reporting and documentation of lessons												

### Logical Framework Analysis

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOVs)	Assumptions
<b>Goal</b>			
Equitable and enabling conditions for the poor and vulnerable to participate in environmental management processes and mechanisms	<ul style="list-style-type: none"> <li>• Number of vulnerable groups and poor identified and benefit from the project.</li> <li>• Number of Environmental Management processes and mechanisms including vulnerable and poor as key partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Situation analysis reports</li> <li>• Feedback during the stakeholder dialogues</li> </ul>	<ul style="list-style-type: none"> <li>• Government is supportive of PEM and willing to involve vulnerable and poor in the decision making processes.</li> <li>• Project stakeholders are receptive and play their due role in project implementation.</li> </ul>
<b>Purpose</b>			
Knowledge around the theme of participatory environmental management created and people empowered to access environmental justice through organized and effective networks.	<ul style="list-style-type: none"> <li>• Number of knowledge assets created under the project.</li> <li>• Number of strengthened and new stakeholder networks on PEM.</li> <li>• Incidence of access to environmental justice.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge products.</li> <li>• Public interest litigations on environment in target districts.</li> <li>• Meetings of networks and their proceedings.</li> </ul>	<ul style="list-style-type: none"> <li>• Vulnerable and poor are willing to organize for environmental interest articulation and demand creation for environmental justice.</li> <li>• Project stakeholders attend the knowledge events, use relevant tools and adhere to their roles and responsibilities in environmental justice.</li> </ul>
<b>Objective 1:</b> To facilitate marginalized and vulnerable groups' 'Access to Participation' in decision making for environment and sustainable development in two selected districts of Pakistan	<ul style="list-style-type: none"> <li>• Participation of the target group in decision making processes.</li> <li>• Number of pro-vulnerable/poor decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Proceedings of decision making fora.</li> <li>• Progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Policy and decision making instruments are flexible to involve the vulnerable.</li> </ul>

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOVs)	Assumptions
<b>Activities</b>			
1.1 Undertake a comprehensive situational analysis in Abbottabad and Kasur, to highlight forms of environmental degradation viz vulnerability of the poor.	<ul style="list-style-type: none"> <li>Situation analysis highlighting environmental degradation vs vulnerability.</li> <li>Information on number of stakeholders and their interface with identified environmental issues.</li> </ul>	<ul style="list-style-type: none"> <li>Situation analysis reports</li> </ul>	<ul style="list-style-type: none"> <li>Necessary information undertaking analysis is accurate and available.</li> <li>Concerned players are willing to share information.</li> </ul>
1.2 Document the deficiencies in existing policies, institutions and regulations hindering participatory decision making and suggest improvement actions.	<ul style="list-style-type: none"> <li>Number of deficiencies identified.</li> <li>Applicability and relevance of improvement actions proposed.</li> </ul>	<ul style="list-style-type: none"> <li>Situation analysis reports</li> </ul>	<ul style="list-style-type: none"> <li>Relevant government agencies are cooperative and willing to share information.</li> </ul>
1.3 Conduct interactive stakeholder dialogues on pertinent issues pertaining to PEM and environmental justice to frame responsive action plan.	<ul style="list-style-type: none"> <li>Three stakeholder dialogues in each district</li> <li>Number and profile of participants</li> <li>Issues feeding into responsive action plans developed through these dialogues</li> </ul>	<ul style="list-style-type: none"> <li>Proceedings of stakeholder dialogues.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders are willing to contribute and assume roles and responsibilities in implementation of action plans.</li> </ul>
1.4 Undertake CNA of select networks and stakeholders for appropriate redressal of capacity gaps in line with project objectives.	<ul style="list-style-type: none"> <li>List of networks and stakeholders identified as project beneficiaries.</li> <li>List of capacity gaps to be addressed.</li> </ul>	<ul style="list-style-type: none"> <li>CNA report/capacity development plan.</li> </ul>	<ul style="list-style-type: none"> <li>Target groups cooperate in CNA exercise.</li> </ul>
<b>Objective 2:</b> To develop and strengthen links amongst stakeholders' groups to improve 'Access to Information' on environment and development issues for informed decision making in the target districts.	<ul style="list-style-type: none"> <li>Number of stakeholder linkages supported.</li> <li>Number of stakeholder linkages formalized.</li> <li>Number of networks accessing information.</li> </ul>	<ul style="list-style-type: none"> <li>Progress Report</li> </ul>	Stakeholders are responsive to the need of networks for interest articulation and pursuit.
<b>Activities</b>			

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOVs)	Assumptions
2.1 Analyze existing networks for strengthening and create new stakeholder networks for environmental management, interest articulation and demand creation for environmental justice.	<ul style="list-style-type: none"> <li>Number of meetings held with existing networks for strengthening.</li> <li>Number of meetings held for creation of new networks</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of meetings</li> </ul>	Existing networks are willing to include PEM and environmental justice in their on-going work.
2.2 Identify and strengthen Focal Offices for PEM within District Governments of Abbottabad and Kasur.	<ul style="list-style-type: none"> <li>Nomination of Focal Offices by competent authorities.</li> <li>Options for institutional strengthening of Focal Offices.</li> </ul>	<ul style="list-style-type: none"> <li>Notifications by respective District Governments with well defined ToRs.</li> <li>Proposals for institutional strengthening.</li> </ul>	Local governments are supportive to notify Focal Offices and provide qualified staff to service the requirements.
2.3 Facilitate creation of MAs in the target districts around the theme of PEM.	<ul style="list-style-type: none"> <li>Two MAs on PEM in each district</li> </ul>	<ul style="list-style-type: none"> <li>Documents showing creation of MAs</li> </ul>	The provision of MAs in LGO 2001 remains the priority and receives support for action.
<b>Objective 3:</b> To raise awareness and build capacities of key stakeholders for effective 'Access to Justice' on environmental issues.	<ul style="list-style-type: none"> <li>Number of stakeholders active in pursuit of environmental justice.</li> </ul>	<ul style="list-style-type: none"> <li>Progress Reports.</li> <li>Feedback by stakeholders.</li> </ul>	There exist an interest in learning and enhancing know-how on environmental issues and the process to access environmental justice.
<b>Activities</b>			
3.1 Develop training modules and deliver training to relevant stakeholders (including bar councils and press clubs) and networks in PEM tools as well as public interest litigation processes.	<ul style="list-style-type: none"> <li>Number of modules developed by the project.</li> <li>Number of trainings delivered.</li> <li>Number and profile of trainees.</li> </ul>	<ul style="list-style-type: none"> <li>Training database and evaluations.</li> <li>Progress reports</li> </ul>	There exist an interest in learning and enhancing know-how on environmental issues and the process to access environmental justice.
3.2 Document "case laws" related to	<ul style="list-style-type: none"> <li>Number of case laws documented and</li> </ul>	<ul style="list-style-type: none"> <li>Case law briefs</li> </ul>	The concerned players are willing to share

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOVs)	Assumptions
environmental justice, especially in the realm of public interest litigation.	disseminated		the case laws for further dissemination.
3.3 Document the best practices of environment related public interest litigation and develop user friendly guidelines for replication.	<ul style="list-style-type: none"> <li>• Best practices identified</li> <li>• Guidelines for replication</li> </ul>	<ul style="list-style-type: none"> <li>• Best practice document</li> <li>• Feedback by users on guidelines</li> </ul>	-

**Annex-IV**

**Detailed Project Budget (Revised)**

Item(s)	Unit	Quantity	Rate (in US\$)	Person days	Total Costs (in US\$)	LEAD Contribution (in US\$)	ADB Contribution (in US\$)	%age of ADB contribution
<b>Preparatory Activities</b>								
<b><i>Situation analysis in Abbottabad and Kasur</i></b>								
2 Consultants @ \$ 280/day for 22 days in each district	person-days	2	280	22	12,320			
Travel @ \$ 80/day for 10 days in each district	travel-days	2	80	10	1,600			
Perdiem to consultants for 10 days @ US \$ 60/- per day to complete situation analysis	travel-days	2	60	10	1,200			
6 Focus Group Discussions @ \$ 75 per event	FGDs	6	75		450			
Communication costs (tel, fax, courier, photocopying)	months	2	300		600			
<b>sub-total</b>					<b>16,170</b>		<b>16,170</b>	
<b><i>Conduct of Capacity Needs Assessment</i></b>								
2 Consultants @ \$ 280/day for 12 days in each district	person-days	2	280	12	6,720			
Travel @ \$ 80/day for 4 days in each district	travel-days	2	80	4	640			
Perdiem to consultants for 4 days @ US \$ 60/- per day	travel-days	2	60	4	480			
4 Focus Group Discussions with beneficiaries @ \$ 75 per event	FGDs	4	75		300			
Communication costs (tel, fax, courier, photocopying)	months	2	300		600			
<b>sub-total</b>					<b>8,740</b>		<b>8,740</b>	
<b><i>Support to Focal Offices for PEM in each district</i></b>								
Equipment (computers, printers, photocopier, furniture & fixture) to facilitate functioning of Focal Offices	Lump sum	2	5,000		10,000			
<b>sub-total</b>					<b>10,000</b>		<b>10,000</b>	
<b><i>Documentation of case laws</i></b>								
Consultant @ \$ 280/day for 12 days to compile 4 case laws	person-days	1	280	12	3,360			
Travel @ \$ 80/day for 3 days in each district	travel-days	1	80	6	480			
Perdiem to consultants for 3 days @ US \$ 60/- per day	travel-days	1	60	6	360			
<b>sub-total</b>					<b>4,200</b>		<b>4,200</b>	
<b>Sub-total (Prep Activities)</b>					<b>39,110</b>	-	<b>39,110</b>	25%
<b>Item(s)</b>	<b>Unit</b>	<b>Quantity</b>	<b>Rate (in US\$)</b>	<b>Person days</b>	<b>Total Costs (in US\$)</b>	<b>LEAD Contribution (in US\$)</b>	<b>ADB Contribution (in US\$)</b>	<b>%age of ADB contribution</b>



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<b>Development of training modules</b>								
2 Consultants @ \$ 220/day for 9 days	modules	3	220	9	5,940			
<b>sub-total</b>					<b>5,940</b>		<b>5,940</b>	
<b>Conduct of training events in each district</b>								
2 Consultants/Trainer @ \$ 220/day for 15 days	person-days	2	220	15	6,600			
Travel @ \$ 80/day for 6 days in each district	persons	4	80	6	1,920			
Perdiem to consultants & staff for 6 days @ US \$ 60/- per day	persons	4	60	6	1,440			
Training folders	folders	120	16		1,920			
Venue and Refreshments	No.	6	220		1,320			
Training equipment (rental multimedia etc)	No.	2	85	12	2,040			
Training reports for each module	No.	300	15		4,500			
Communication costs (tel, fax, courier, photocopying)	months	2	300		600			
<b>sub-total</b>					<b>20,340</b>		<b>20,340</b>	
<b>Documentation of best practices for environment related public interest litigation</b>								
2 Consultants @ 200/day for 5 days	person-days	2	200	5	2,000			
Travel @ \$ 80/day for 3 days in each district	travel-days	2	80	3	480			
Perdiem to consultants for 3 days @ US \$ 60/- per day	travel-days	2	60	3	360			
<b>sub-total</b>					<b>2,840</b>		<b>2,840</b>	
<b>Development of Best Practices Replication Guidelines</b>								
Printing of Guidelines	No.	200	20		4,000			
Dissemination of guidelines through local level seminars	seminars	2	400		800			
Travel @ \$ 80/day for 2 days in each district	travel-days	2	80	2	320			
Perdiem to staff for 2 days @ US \$ 60/- per day	travel-days	2	60	2	240			
<b>sub-total</b>					<b>5,360</b>		<b>5,360</b>	
<b>Sub-total (Training and Capacity building)</b>					<b>34,480</b>		<b>34,480</b>	<b>22%</b>
<b>Item(s)</b>	<b>Unit</b>	<b>Quantity</b>	<b>Rate (in US\$)</b>	<b>Person days</b>	<b>Total Costs (in US\$)</b>	<b>LEAD Contribution (in US\$)</b>	<b>ADB Contribution (in US\$)</b>	<b>%age of ADB contribution</b>
<b>Monitoring, Coordination and management of project activities</b>								
Project Manager	Person	12				21,600	-	

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	Months		1,800		21,600			
Event Coordinator	Person Months	7	800		5,600	5,600	-	
Young Professional Officer	Person Months	6	400		2,400	-	2,400	
Short-term technical expert	Person Months	8	1,200		9,600	-	9,600	
LEAD Contribution of management time & IT support	LS				12,335	12,335	-	
Travel & transportation for monitoring visits	No	8	175		1,400		1,400	
<b>Sub-total (Mon, coord and proj mgt)</b>					52,935	39,535	13,400	9%
<b>GRAND TOTAL:</b>					<b>155,565</b>	<b>39,535</b>	<b>116,030</b>	<b>75%</b>