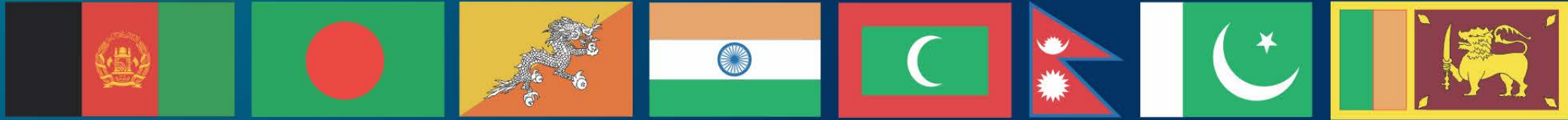


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SAR Building Client Capacity on ESF

SQAN Clinic

November 21, 2023



THE WORLD BANK

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South Asia

SAR ESF Client Capacity Building Program: Genesis

• **Capacity Constraints in:**

- Risk-based ESIA systems
- Policy harmonization, coherence, and alignment with ESF requirements
- Experienced consultants to support government projects and meet international best practices in E&S
- Conducting comprehensive impact assessments and preparing appropriate mitigation/management plans
- Labor-related issues, including occupational health & safety risks
- Stakeholder engagement on key E&S issues and no consultation during implementation
- Management of grievances
- Enforcement of regulations during project implementation
- Implementing and systematically monitoring risk management measures

• **ESF approach:**

- Commitments to “the use and development of Borrower’s frameworks”, “build national capacity” and “enhancing the capacity of Borrower’s E&S frameworks” (*ESF Vision and Policy*)
 - Overview Assessment: Borrower’s E&S framework and implementation capacity (ESF Policy, para. 29)
- Risk-based E&S assessment and management;
- 10 ESSs
 - E&S standards for assessment and gap-filling;
 - Consistent emphasis on client capacity building and training throughout project lifecycle;
 - Emphasis on engaging the client and stakeholders.

SAR ESF Client Capacity Building Program: Design

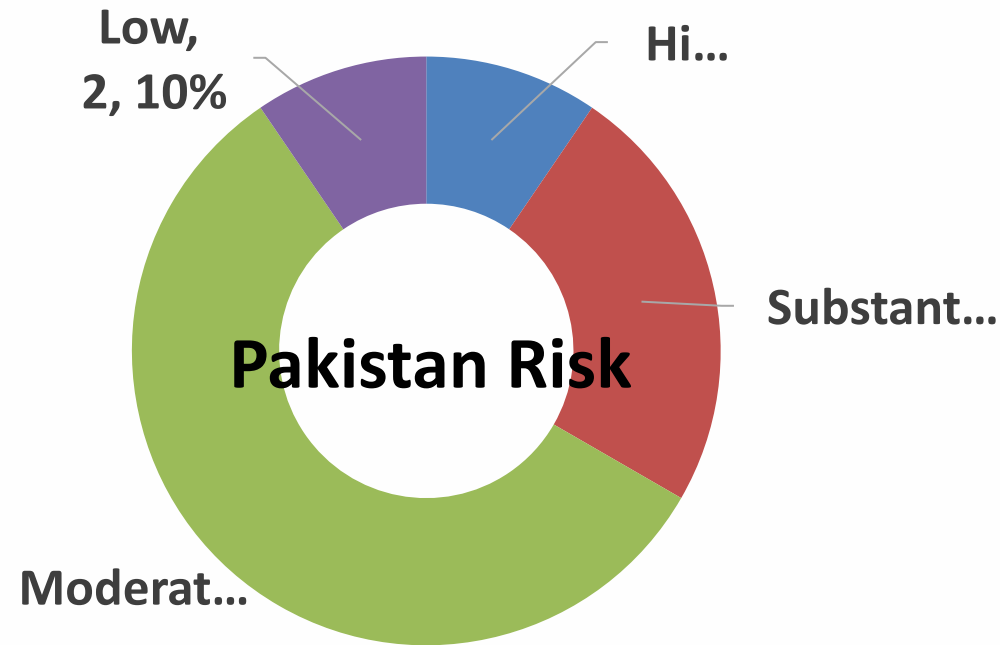
• Objectives:

- A three-year initiative: “SAR ESF Client Capacity Support and Development Plans (FY 22-24)”, funded by SAR Director of Strategy and Operations, building on early engagement;
- A long-term, rigorous engagement in capacity building across the region;
- A systematic and holistic approach:
 - Regional cohesion;
 - Country E&S framework strengthening;
 - Standardized training curricula, accreditation, in-depth training;
 - Expert pool, Center/Network of Excellence;
 - Embedded in project design and implementation; and
 - Development of tools and resources.

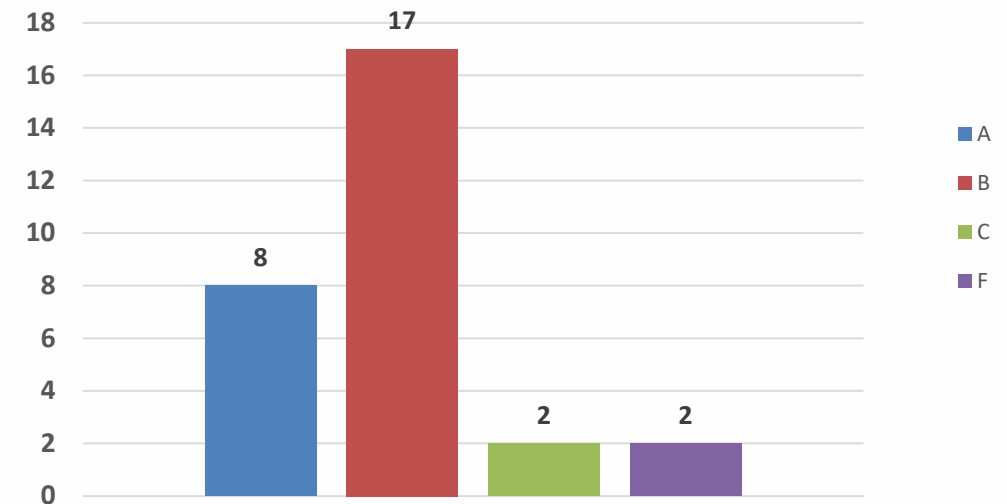
• Components:

- **Component 1: Improve the E&S risk management system in the region:** Overview Assessment (OA), country- and sector-specific E&S strategy documents, project implementation;
- **Component 2: Strengthen professional and technical capacity for E&S risk management:** Building on OAs, to develop national and regional training curriculum, and establish systematic accreditation and recognition process;
- **Component 3: Establish a Network and Centers of Excellence:** Establish and operate National Centers of Excellence (CoEs) and regional Network of Excellence.
- **Outcomes, indicators and milestones defined**

Pakistan ESF, Safeguards Active CMU Portfolio Risk Comparison

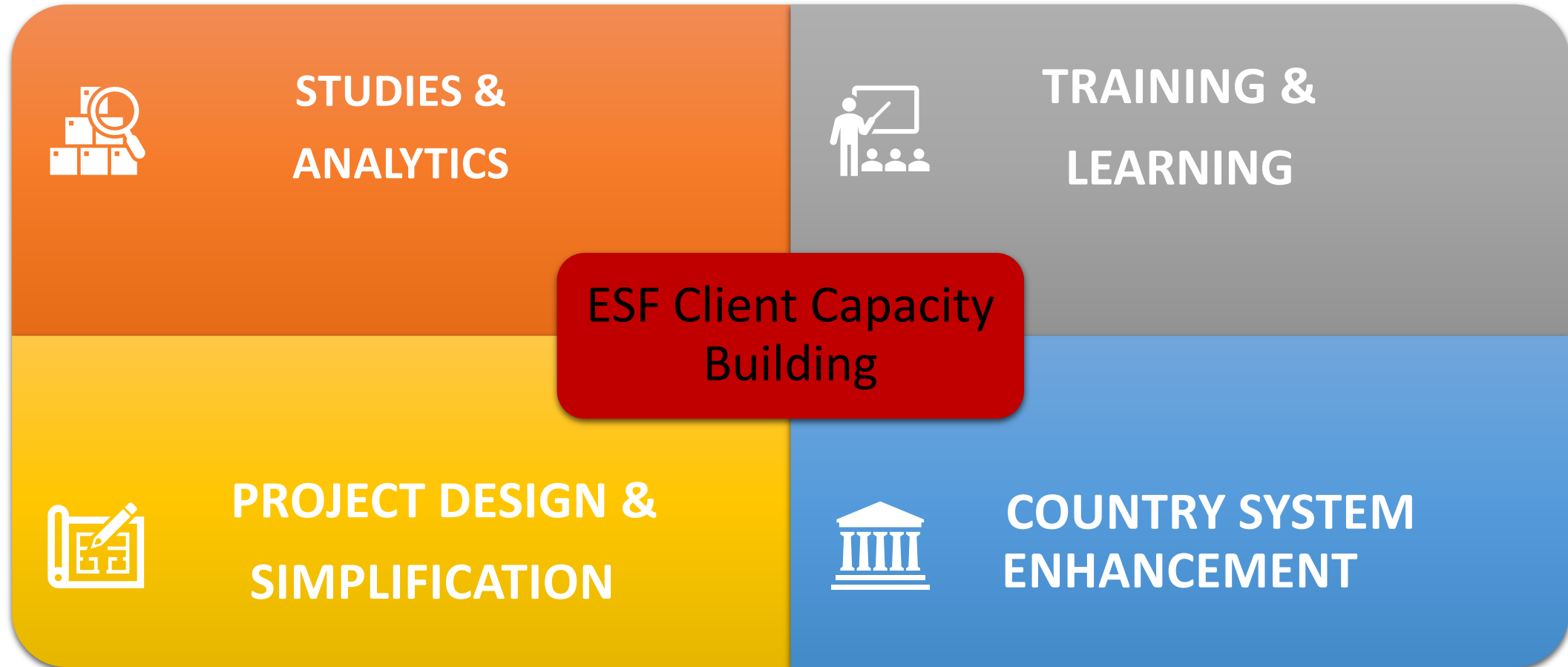


Projects By EA Category - Active



- ❖ Pakistan has 21 projects following ESF and 29 following Safeguards out of the 280+ projects in the SAR active portfolio.
- ❖ Pakistan portfolio of active projects is largely Moderate Risk (57%) and EA Category B (58%). L-M risk combined is about 67% and B-C category combined is about 66%.
- ❖ From risk perspective, Pakistan portfolio of active projects is Moderate risk/Category B.

SAR ESF Client Capacity Building Program: Key Elements





Pakistan ESF Client Capacity Building: Plan for FY24

Training and Learning

Improvements to E&S systems through establishment and operationalization of Centre of Excellence (COE)

Delivery of trainings and development of new modules

Conduct ESF Forum for PIUs

Development of gap filling measures for L and M risk projects to be incorporated into ESCP

Studies and Analytics

Overview Assessment (QER on 25th October and DM planned by end November)

Project Design and Simplification

Incorporation of ESHS measures into project designs

Development and Application of GEMS and tools for remote supervision

Country System Enhancement

Establishment of ESMU within institutions (roadmap for KWSSIP to be developed)

Continue technical support and backstopping to the Sindh Government for implementation of the Resettlement and Rehabilitation (R&R) Policy

Process of Development of the ESF Capacity Development Plan

ESF Implementation Challenges in Pakistan

Large and complex portfolio

Provincial disparities

Policy gaps and inconsistencies

Lack of HR capacities


Principles for a Pakistan-specific plan

Pragmatic and agile

Builds on PD Academies & Shared Services Unit Pilots

Reduces complexities

Sustainable



ESF Labs: Issue-specific, iterative learning on provincial and thematic challenges. Projects followed in real time, generating immediately applicable solutions as well as lessons and recommended actions that are codified for the wider portfolio where relevant.

Continuous Capacity Building: Sustainable institutional platforms for continuous capacity building on environmental and social performance of projects.

Support GoP to strengthen country systems, incl. policy and regulatory environment for improved alignment with the ESF and possible use of Government's systems over time. Focused, drawing from Lab experience, e.g., resettlement issues in urban areas (Karachi).

What, Who, How

What	Who	How
<p>ESF Labs: Create a system of iterative lessons and recommendations. Project selection will be made from all the provinces to capture the province specific challenges e.g. Anti-Encroachment Drive, inclusion in urban and water sectors in Sindh; complex OHS, land and resettlement, labor, Sexual Exploitation and Abuse /Sexual Harassment.</p>	<p>E&S teams, TTLs, CMU, consultants, PIUs</p>	<ol style="list-style-type: none">Confirm selection and team set-up (2 months);Hold first Labs with real-time examination and analysis (3-5 months);Extrapolation, aggregation and presentation of challenges relevant for deep dives/further analysis and recommendation (1 month).
<p>Continuous Capacity Building:</p> <ol style="list-style-type: none">PD and PMU training on ESF key requirements;Enhancing ESF Capacity of PIUs of the projects selected for ESF Labs.	<p>E&S teams, CMU, Regional QAST, consultants, PIUs</p>	<ol style="list-style-type: none">Thematic country specific training material development based on ESF Labs;Targeted ESF trainings through PD Academy;Conduct periodic working session with PIUs selected for ESF Labs on critical issues.
<p>Support GoP to strengthen country systems</p> <ol style="list-style-type: none">Capacity development on R&R with a focus on Karachi;Strengthen institutional capacity in Shared Services Units;Strengthening Borrower Systems in E&S management – targeting sectors.	<p>E&S teams, CMU, TTLs, Regional QAST, consultants, government, PIUs</p>	<ol style="list-style-type: none">Knowledge sharing, trainings, guidance materials and dialogue with training institute for long term capacity building;Promotion of Shared Services Units In KP, Punjab and other provinces;Leverage Bank’s state partnerships and support developing state/sector capabilities on E&S risk management through PASA.

ESF Lab Approach



Pakistan Portfolio and Pipeline

Selection of operations for lab treatment

- Thematic
- Fed/Provincial



Examination and diagnosis of challenges

- Capacity Assessment
- Policy Gap analysis
- Systems Review



Development of targeted solutions and lessons learned

- Workshops
- SSU
- Capacity Injection

Application of lessons and solutions to broader engagement

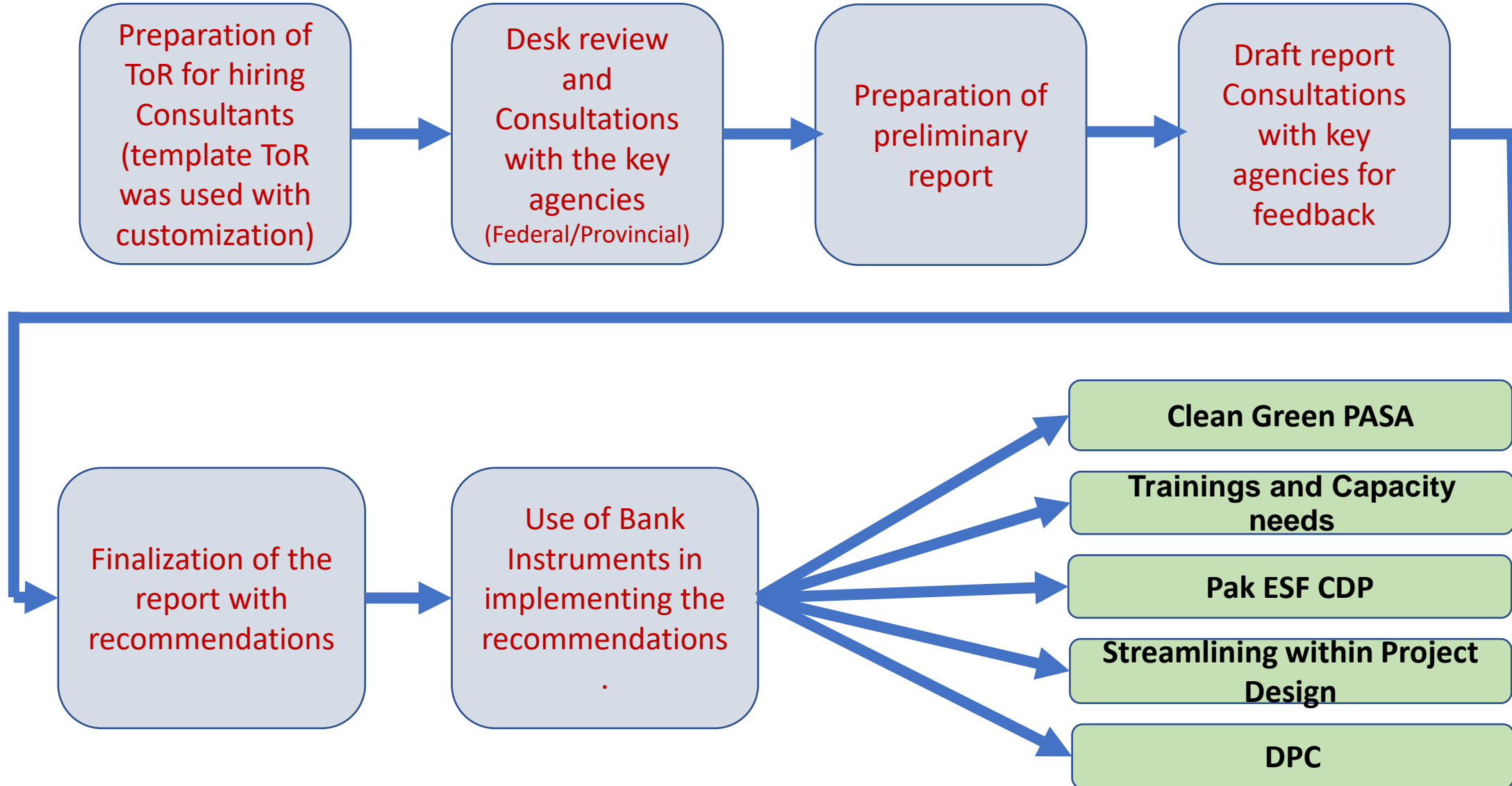


- Trainings
- Guidelines and Manuals
- Policy reform
- Harmonization of regulations
- Systems & accountability strengthening

Overview Assessment Objectives

- To identify gaps between ESSs and respective policy, institutional, legal, and regulatory framework as well as its implementation practices and performance in Pakistan (both national and provincial)
- Specific objectives:
 - 1) Mapping and analyzing Pakistan's country framework (national and provincial level) vis-à-vis WB ESF
 - 2) Assessing the performance and effectiveness of Pakistan's country systems
 - 3) Identifying measures and programs that could be adopted to strengthen the country systems and build capacity,
 - 4) Informing Pakistan ESF CDP, Pakistan Clean and Green Programmatic ASA, Country Environmental Analysis, Capacity Improvement and Advisory Services Project and other opportunities for country framework strengthening

Process followed





Pakistan ESF Client Capacity Building: Plan for FY24

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Centre of Excellence (COE) to be established in Karachi

- COE objective is to strengthen country systems and institutions and leaving sustainable and lasting results is to strengthen and use country institutions
- A CoE will have have multi-faceted scope and mandates including trainings, preparation of E & S instruments during preparation, research (e.g., advanced modeling), review and independent assessment, web-based tools, knowledge networking, publications and policy support and advocacy.
- COE will be first established in Karachi and later will be replicated with potential institutions in other provinces.



Key Achievement of ESF CDP



Achievements:

1. **Approval of R&R Policy by Sindh Government and Implementation under progress:** Supported Gov in R&R Policy and Implementation Through Sharing experiences, lessons learned from region and providing technical support
2. **ESF Lab analysis:** Deep analysis has been conducted for 8 bank funded projects to identify key issues identified during project preparation and implementation and accordingly deep dive training modules are developed and delivered.
3. **Overview Assessment:** Field work for Overview Assessment completed, consultations done, and Overview Assessment will be finalized and disseminated by Q3 FY24.
4. **Deep Dive on Social Assessment:** Deep conducted in Karachi with training of more than **20** participants with a particular focus on Urban context.
5. **Deep Dive on Advanced Land Acquisition, Resettlement and Rehabilitation:** Deep dive on land acquisition, resettlement and rehabilitation conducted training about **25** participants experienced in resettlement planning and implementation from hydropower, water, power distribution and Urban sectors.
6. **ESF Communication:** C4D page for easy access of bank ESF documents and communication with clients is under progress.
7. **Development of Self-Paced Course on OHS:** Contractual arrangements finalized with the Asian Institute of Technology for development of self-paced online course on OHS.
8. **Engagement with Academia:** Two day ESF training rolled out for students and faculty members across all provinces in selected universities and more than 400 students and faculty members were trained.
9. **Centre of Excellence:** Centre of Excellence on ESF in Karachi is at initial stages of development for capacity building on environmental and social.



Thank you

