

International Alert.

Plural Business Partnerships for Peace in Pakistan

Engaging Business Community in Building Peace

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Introduction

International Alert is a 27-year old international non-governmental organization based in United Kingdom. Alert works with local people in over 25 countries around the world and advises governments, companies and national and international organizations. Its policy work focuses on several key themes – the economy, climate change, gender, and the role of international institutions, the impact of development aid, and the effect of good and bad governance. Alert works in Africa, South and Southeast Asia, Central Asia, the South Caucasus, Europe, Latin America, and the Middle East and North Africa, and has 16 offices around the world.

Investment, trade and economic growth can generate significant wealth and help support social development. However, they can also have adverse effects on local communities and economies, undermining peace. Alert helps businesses to assess the risks and impacts of their operations on local communities, to ensure their activities do not fuel tensions. It advises governments and international institutions on how to enhance the peacebuilding potential of their economic policies and projects. Alert also supports local communities to shape and benefit from economic development.

Plural Business Partnerships for Peace:

With the support of European Union, International Alert has been implementing the Plural Business Partnerships for Peace Project in Pakistan since 2012. The Plural Business Partnerships for Peace in Pakistan project aims to strengthen the peacebuilding impact of the European Union and Member States (MS) through support to plural business partnerships and by building the capacity of the private sector to support community cohesion, promote business across disparities, and advocate for peace-sensitive business practices. The project's objectives are:

- To support community cohesion and resilience to uncertainties through piloting responsible and peace-sensitive business practice
- To build peace across disputes by strengthening and broadening business-to-business peacebuilding partnerships
- To support strategic implementation of sustainable, plural business partnerships for peace in Pakistan
- To engage the private sector in dialogue on policy recommendations for responsible business practices and advocate for these recommendations at a national platform

The project will achieve the overall objectives by generating knowledge and building capacity of the business sector in Pakistan to adopt, implement and advocate for peace-sensitive business practices.

As a part of the project, five Action Plans have been developed to showcase how the business actors can engage in contributing to social cohesion in Pakistan. Two of these Action Plans were developed based on recommendations from a Vision for Peace jointly developed by business community and other stakeholders in Lasbela district. For this, the project focused on the marble mining sector in Lasbela, Baluchistan. These Action Plans were implemented during the project period and hence were designed to be implemented within a short time period. Three Actions have been developed based on Alert's engagement with the business sector through this project and relevant work in Pakistan. This document outlines the process

of developing the Vision for Peace and the five Action Plans developed during the project period.

Developing a Vision for Peace

The foundations of peacebuilding lie in the understanding of the term as a functional process to create the conditions necessary for societies to resolve differences without resorting to violence. Key principles of this functional process include building on the strengths of existing political dynamics, as well as the development of an approach where institutions are supporting one another to drive forward a vision together.

In order to facilitate the development of a shared vision and strengthen the peacebuilding process in Lasbela, Alert has implemented a three phase process to support stakeholders in addressing root causes of tensions and to facilitate collaboration to enable stakeholders to collectively promote peace and sustainable development through the marble mining industry.

Firstly, International Alert (Alert) with its partner, Society for Community Strengthening and Promotion of Education, Baluchistan conducted research to map the interests, the context sensitivity and capacities of the environment, including surveying public perceptions of business, governance and key issues for economic development. This research also identified the key political and economic drivers of disputes and opportunities for peace, which includes identifying positive actors and areas for collaboration.

The second phase focused on engagement with the four key stakeholder groups: business actors, the community; the migrant population; and the public sector. This phase focused on working with the groups to identify common root causes to problems and to identify the interests, and common interests of the groups.

The third and final phase focused on building relations between key members from each stakeholder group to work to transform the process of engagement with each other at a political level, to identify opportunities for peace and to begin to develop a vision for peace and sustainable development.

Participants:

Peacebuilding is an inclusive process, and as such this work/project adopts a multi-stakeholder approach. The key actors engaged in the development of the marble mining industry have been identified as the business actors, the community, the migrant population and the public sector (particularly governance mechanisms). The project worked with each stakeholder group separately to develop their understanding of the root causes of disputes and tensions and identify key actors and interests at play in relation to the positive and sustainable development of the marble industry, as well as collectively to facilitate collaboration and joint engagement to address the root causes of adversities in Lasbela.

Phase One: Research

Alert, in collaboration with Society (SCSPEB), conducted the following research activities which allowed for a more comprehensive understanding of the environment and actors in relation to the marble industry in Lasbela. Through this research and analysis, Alert identified and engaged with key stakeholders within each group, as well as facilitated the development of a

vision for peace which addresses the root causes of disputes and impediments to economic development in Lasbela.

Research included:

- Mapping the interest, capacities and enabling environment of the business community to engage in peacebuilding
- Research into the political, economic and societal drivers/enabling factors for peace and risks or opportunities for peace and economic development
- Survey public perceptions of businesses as 'agents for peace' in order to identify areas of greatest public support
- Research into the peacebuilding potential of the business diaspora in Lasbela, particularly in relation to the marble mining industry

Phase Two: Individual Workshops with Business / Government Authorities / Community Members / Migrant members

The project held workshops with key members of each of the four stakeholder groups. The aim of these workshops was to facilitate the development of their understanding of the root causes of disputes and associated risks. The aim was for all groups to express the problems in a common way and serve as a basis for groups to work together to address the issues. Activities as part of these workshops included:

(1) Problem Tree Analysis

The image of a tree was used to analyse the causes and effects/consequences of a dispute. The causes are presented on the roots of the tree and the effects/consequences presented on the branches of the tree with the core problem depicted on the trunk of the tree. This tool enabled the participants to understand the root causes of any dispute and present with alternatives in terms of organizational priorities in addressing the disputes and adversities.

(2) Actor Mapping

A graphical presentation showing the relationship between parties in a dispute. The relationship was distinguished based on the shape of lines that connects the parties and this determines whether the relationships are cordial, broken or linked because of a particular issue. These connections enabled the participants to have a clearer understanding about the actors, reveal power relations and helps to provide options for intervening.

(3) Interests, Needs and Behaviour Analysis

This exercise was based on the premise that Disputes have three major components; the needs and situation, the behaviour of those involved and their interests. The essence was to identify these factors and analyse how they influence each other. This eventually was useful in identifying interventions for engagement.

Phase three: Collective Workshop to develop a joint Vision for Peace for the district

Participants were given time to discuss the findings of the workshop within their communities/ stakeholder groups before reconvening to participate in a workshop together to develop a shared vision of peace and economic development, using their shared understanding of the root causes of disputes developed through the first workshop.

This workshop addressed and developed the two critical dimensions of functional

peacebuilding, both the structural and procedural aspects of peacebuilding (building sustainable mechanisms for engagement), as well as identifying key issues and interventions which can be implemented to promote peace and economic development.

(1) Transforming the process of engagement

Participants worked to identify a system of engagement with each other, a platform that could be used for mediation and the peaceful resolution of disputes and tensions.

(2) Identifying peace opportunities

Participants worked together to identify opportunities for peace in the context of the marble mining industry and economic development.

Output of the exercise:

A Vision of Peace was jointly developed which provides recommendations about what role the Marble Mining Industry can play in promoting peace and sustainable development in Lasbela.

Business for Peace Action Plans

Action Plan 1: Realising the potential development dividends of sustainable mining practices in Baluchistan

Purpose of the Action Plan: The purpose of this Action Plan is to build the capacity of the business sector to act as a broker to improve community relationships and hence peace dividends for the district. The Action plan will capacitate and support the Marble City in rebuilding relationships between multi-stakeholders to address the root causes of political and economic adversities.

Beneficiaries: 8 representatives from the business community

Time period: 2 weeks

Background: The Vision for Peace developed for the project highlighted that the key stakeholders don't cooperate or support sustainable growth because of varying interest in retaining power, authority and influence. There is no capacity or effective mechanisms for dialogue between relevant stakeholders to discuss the issues. The Vision recommended a structured dialogue process that would promote greater understanding of other viewpoints, play an integral part in the reconciliation needed to promote stability in Lasbela and provide vulnerable groups (migrants, women and youth) an opportunity to be included in discussions on economic development in the district.

Expected outcomes:

- Business community representatives have an understanding of responsible business practices and their importance for peacebuilding.
- Relations will be built between businesses and other stakeholders to undertake dialogue on peace-sensitive business practices in Pakistan

Key Outputs:

- 8 business representatives have a strong understanding of responsible business practices
- 5 recommendation are jointly developed by business representatives and civil society to improve health and safety conditions of mine workers.

Key Activities:

- Selection of 2 representatives each from Marble City and LIEDA to lead on the initiative. The selection will be done on the basis of their interest and their previous engagement in the PBPP project activities.
- Review of the understanding of these representatives about responsible business practices. This will be done on the basis of short interviews and their previous engagement in PBPP project activities.
- Tailored training on responsible business practices will be developed and conducted for these representatives.
- A 3 hour dialogues session would be held. The dialogue will focus on developing recommendations for monitoring and regulating water pollution and a transparent mechanisms for reporting this back to the relevant agencies. Led by the CSBP trained group, the dialogue will include 2 civil society representatives and 2 mine owners from the Lasbela district.
- 5-8 recommendations on how to improve workers health and safety will be developed.
- The dialogue participants will also discuss the efficacy of the dialogue process in addressing issues and if the participants would like to form a multi stakeholder forum where issues of relevance can be discussed.

Key risk and mitigation strategies:

Key risk	Influence	Mitigation
There is unrest in the district	Medium	Regular monitoring of context & security incidents will be done based on information shared by field teams. It would be ensured that the training and dialogue are arranged for in safe areas.
Low level of interest and participation in training and dialogue	Low	Through the PBPP project, Alert has built a good rapport with various stakeholders in the district. The trainers and facilitator for the dialogue are experienced development practitioners and will ensure high level of engagement during the two events.

Action Plan 2: Initiating Peace Sensitive CSR measures for communities in Baluchistan

Action plan 2 comprises of following three mini projects:

1. Training of labor on safety and security during mining work in Lasbela.
2. Traditional Birth Attendant (TBA) training for local women in the focused areas of District Lasbela
3. Facilitate mine area community with provision of water facility in focused areas of District Lasbela.

The purpose of these projects is to facilitate the business sector to work with stakeholders to develop and implement specific peace sensitive CSR initiatives to address socio-economic issues faced by local communities. These projects have been designed in consultation with the business community to address issues identified during the development of Vision for Peace, with a commitment from the business community to make a financial contribution towards the final project costs.

Expected Outcomes:

- Increased CSR measures/sensitization of business actors for promoting peace in the mining area.
- Improved participation of community, businesses persons and government agencies to develop and implement action plans in the mining area.
- Increased social cohesion and integration among community members for peaceful socio economic initiatives in the mining area

Project 1: Training of labourers on safety and security during mining work

Purpose: To promote a safe working environment in mines.

Beneficiaries: 30 labourers of focused areas (Ghot Jamali & Ghot Noor Mohammad).

Time period: 8 days

Background: At present situation, labourers working in mines are untrained regarding safety & security at mines. No safety measures are undertaken at mines due to which labourers' health and life are at risk. Labourers are at the risk of losing jobs in case they get injured and/or ill.

Expected outcomes:

- labourers working in the mines are aware of their right, safety procedures and First Aid procedures
- A safe working environment in mines is promoted with the support of mine owners.

Key Outputs:

- 30 labourers trained from the targeted areas of District Lasbela (Ghot Jamali & Ghot Noor Mohammad).
- 2 First Aid kits & 30 mine safety kits provided to labourers for using during mining activities.

Key activities:

- Identification and recruitment of trainees with the support of mine owners.
- Training is conducted on First Aid procedures, safety and precautionary measures needed whilst working on site, labour laws and rights, social security available to labour, formation of labour unions.
- Distribution of 1st Aid kit & mine safety kits

Key Risks and Mitigation Measures: A) Security risk:

Key risk	Influence	Mitigation
Disputes may arise due to selection of limited number of labors for participation which can cause hindrance in the training activity	Low	Mine Safety Training has been discussed with mine owners and mine owners themselves nominated the labors for training
Political activist may politicize the matter of limited number of labor selected for training	Low	Consultation meetings have been conducted with political leaders of the area and local government regarding training of labors selected by mine owners

Project 2: Traditional Birth Attendant (TBA) training for local women in the focused areas of District Lasbela.

Purpose: To promote a safe and healthy environment for women by building capacity of local women to provide medical aid.

Beneficiaries: 8 women

Time period: 16 days

Background: In far-flung areas of District Lasbela there are no health facilities available for local people. No TBA is available in these areas which causes life risk of women and child.

Expected Outcomes:

- Health of mother & child will be ensured in the villages;
- Provision of TBA kits will promote safe & healthy practices in the villages;
- Trained women will be empowered technically & financially;
- Trained women will spread awareness among other women in villages;
- Training will create income generation opportunities for local women.

Key Outputs:

- 8 local women are trained from the targeted areas of District Lasbela (Ghot amali & Ghot Noor Mohammad)
- TBA kits are provided to participants

Key Activities:

- Identification of potential women for TBA training.
- Training is conducted on Hygiene practices, Nutritional significance of mother & child, use of medicines, care of mother, immediate care process for new born, Vaccinations for new born, Causes of diarrhoea in children, precautionary measures & treatments, family planning, techniques of sterilizing instruments and use of TBA kits
- Distribution of TBA kits to participants

Key Risks and Mitigation Measures:

Key risk	Influence	Mitigation
Disputes may arise due to cultural limitations regarding training of women. Travelling of women out of Ghot may be perceived as violation of cultural norms that will restrict women to receive training	Low	Consultation meetings with mine owners & Cohort members have already been conducted to develop the project understanding. 2) Field teams raised awareness among community regarding health issues. 3) Religious people were involved to convince the families regarding importance of women & child health and TBA training. 4). Safe travelling & accommodation is ensured for women during training. 5) Health department is involved for TBA training. 6) Resource persons are arranged to facilitate women at their villages & provide on job support.

Project 3: To facilitate mine area community with provision of water facility in focused areas of District Lasbela.

Purpose of the intervention: The purpose of this intervention is to improve water facilities for communities and ensure provision of safe drinking water.

Background: Availability of water is a major challenge faced by communities residing in remote villages in Lasebla District. In villages in Ghot Jamali and Ghot Noor Mohammad, local people and livestock use water from the same well. Conventional methods are used to fetch the water and women sometimes have to travel long distances and make several trips to transport water to their homes. This has adverse effects on their health conditions.

Beneficiaries: 438 families including 292 direct and 146 indirect families.

Time period: 30 days

Key Outputs:

- 438 families have access to clean drinking water in the village
- Livestock have improved access to drinking water in both villages.
- Village maintenance committee is formed
- 4 people are trained on handling of water solar system.

Key Activities:

- Selection of site for boring work
- Procurement of water solar system
- Construction of surface tank up to capacity of 3000 gallons
- Formation of women group that will take care of water area and guide other women for kitchen gardening
- Formation of committee for monitoring and maintenance of water solar system
- Training of committee member (2-4) regarding handling/management of water solar system
- Selection of committee member who will collect monthly contribution for maintenance of system from households of the villages

Key Risks and Mitigation Measures:

Key risk	Influence	Mitigation
Disputes among communities regarding water source may arise that will lead to violent activities and cause hindrance in the project implementation	Low	Community awareness meetings have already been conducted and mine owners are in the loop of every project activity. 2) Women water management committee has been formed that will administer the water area and will be responsible to collect the monetary contribution from community on the account of maintenance of water solar system
Political leaders may intervene and attempt to stop the project activities	Low	Project understanding has been developed with political leaders and District government officials.
Flood can affect the process of bore work & water connection. 2) Wind storms can destroy the solar panels	Low	Protection wall will be built around well to prevent any mishap that may affect the water source. 2) Solar panels stand will be fixed with concrete to avoid destruction from wind storms.

Action Plan 3: Building profitable and sustainable livelihoods to prevent extremism in Southern Punjab Pakistan

Purpose of the Action Plan:

The project aims to strengthen the socio-economic security of cobblers, increasing their resilience to socio-economic shocks and to exploitation by extremist groups. The project will use cobbling as model trade to develop local leadership and forum to advocate the rights of cobblers, which can then be modified and replicated for other street vendors (with the aim to establish a National Street Vendors Association in five years' time).

Background of the Action Plan:

A majority (75%) of the non-agricultural labour force in Pakistan earns a livelihood in the informal sector. The informal labour force, and particularly the low-income segment that includes cobblers, is characterized by low skills, insecure income, and no formal social protection. The result is chronic poverty; estimates suggest more than a third of the population (43%) of Southern Punjab live below the poverty line (in Bahawalpur Division it is almost 40%).

In Southern Punjab in recent years the poor have also been increasingly exposed to religious extremism. A newly-rich urban merchant class has emerged in the region that is developing a power-base by financing madrasas run by militant groups that expound a hard-line version of Islam intolerant of other sects and religions. Many poor families send their children to these madrasas because the poor quality of government schools leaves few other options, and as a result extremist ideologies are gaining ground.

Cobblers are on the lowest socio-economic rung in Bahawalpur District. Because of low and insecure income, they have to prioritise their spending, which often results in no education for children, poor or no health care and early marriages. Consultations done for the project development reveal that cobblers have low incomes and high numbers of dependents, and consider themselves to be extremely poor. Few of those consulted have access to basic amenities such as healthcare, education, and social security provision. The main income earners of the families earn on average Rs.200 per day (approximately £1.00/\$1.90 per day).

Project beneficiaries:

Cobblers are the key beneficiaries of the project. The project will directly benefit 500 street vendors and indirectly benefit 1,500 family members.

Time period: 2 years

Expected Outcomes:

- Cobblers have increased the profitability and sustainability of their businesses (Target: 500 cobblers).
- Cobblers are empowered to advocate for their civic rights to be respected and increase the status of their profession (Target: 500 cobblers)
- Cobblers and their immediate family have improved access to education and healthcare and are being supported by local industries through their CSR (Target: 500 cobblers; 1,500 family members)

Key Outputs:

- Target group is trained on business skills and civic education
- Post training follow-up for 4 months is completed
- Technical training is designed and delivered

- Creating linkages, and development of local leadership and a network to advocate for the rights of cobblers
- Continued support to cobblers in Bhawalpur in strengthening the association/network and implementation of an advocacy strategy and action plan
- Replication of the project in Rahim Yar Khan District

Key Activities:

- 1.1) Training Needs Assessment is conducted and training in improving business skills is designed and delivered. Trainings are delivered in small groups throughout the project, arranged in locations close to the cobblers' sites.
- 1.2) Discussions on key socio-economic insecurity indicators identified during TNA, and civic rights will be conducted during 30 minutes session each day over 5 training days.
- 2.1) 16 enumerators follow-up on a monthly basis with each cohort for 4 months of the project to: a) Monitor how they are able to apply the training, b) Inquire about their increase in income, c) Ask how they are utilizing their savings or additional income, d) Ask what extra support is needed, e) Ask how discussions are changing their perspective.
- 2.2) 4 trainers will be available for both on-site and off-site support during the day, including spot checks and one-on-one sessions with trainees. Trainers will share findings with a Violent Extremism expert for further guidance, Bi-monthly get together for general discussion with trainees will be held.
- 3.1) Based on follow-up, additional training needs are identified, training developed and resource people (in case of technical skills) are recruited to conduct these trainings,
- 3.2) Additional technical trainings will be delivered, based on the demands of the trainees. These could either be specific shoe-mending skills, more specialized business training, for example including sessions on how to reinvest extra money into their business or training on how to diversify their services and products beyond mending shoes.
- 4.1) Organize 'chai-pani' meetings with trainee cohorts to discuss their needs and how organizing into a professional association could help them meet these needs,
- 4.2) Discussion and development of the Terms of Reference for the network/association,
- 4.3) Identification of priorities that need to be addressed by the association (including linkages with micro-credit institutions/ micro-insurance, technical institutions, industries, and educational institutions for children of cobblers),
- 4.4) Training to build the capacity of association members to develop advocacy strategies and action plans,
- 4.5) Development of an advocacy strategy and action plan by association members.
- 4.6) To further ensure the growth of their business and employment opportunities for cobblers, the project will explore and develop linkages with local industries. This will include identifying skills needed within each industry and providing training opportunities to the cobblers in these skills. This will help to upgrade the skills of cobblers and explore apprenticeship opportunities for them within the shoe industrial units.
- 4.7) An advocacy strategy and action plan will be developed. This will include the involvement of women in creating collective products and formation of a cooperative business.
- 4.8) TNA will be completed in Rahim Yar Khan District and project activities will be replicated.

Risks and mitigation strategies:

Key risk	Influence	Mitigation
Poor take up of the training offer by cobblers in Bhawalpur	Medium	Project team will organise an extensive social mobilization drive, incentives for attendance and use peer-to-peer mobilization
Poor attendance at post training discussions	Medium	Project team will organise discussions at convenient locations and times and use peer-to-peer mobilization
Increase in profitability not realised after training	Medium	Training needs analysis prior to training to ensure that training meets self-identified needs, market analysis prior to training to identify potential external barriers to profitability for vendors and possible mitigation (limited credit, extortion, theft).
Limited interest in forming an association; resistance from existing governance structures	Medium	Identification of key change agents within the target group and government structures for mobilization and support; use mentors and examples from other associations to lobby for support.
Increased security risks from the changing political context in Pakistan	Medium	Continuous monitoring of the political and security situation, flagging up threats, and planning for any expected changes at monitoring meetings

Action Plan 4: Promoting the UN Guiding Principles on Business and Human Rights in Loralai, Balochistan

Purpose of the Action Plan:

The purpose of this project is to decrease risk of human rights abuses faced by communities in Loralai because of small- and medium-sized mining companies operating in the area.

Beneficiaries: Communities in Loralai, small- and medium-sized mining companies operating in Loralai.

Time Period: 9 months

Project Background:

Resource extraction in turbulent context of Balochistan has significant adverse human rights impacts. Many companies have poor mining practices, which have led to environmental degradation, particularly water depletion; and labour practices in violation of the ILO Fundamental Principles and Rights. Businesses involved in the mining sector are also subject to tribal leaders' extortion of rents from resources, thereby inadvertently contributing to denial of the rights of marginalised populations. The adverse human rights impacts of mining in Balochistan are a source of grievances readily mobilised by Baloch nationalists, which contributes to further disputes and has a wider ripple effect of human rights abuses – including Baloch attacks on migrant workers, and egregious human rights abuses on the part of state security forces. In this difficult context, effective engagement can help business enterprises to avoid human rights harm. Initial scoping and research undertaken by Alert with Pakistani businesses suggests that: a) companies that are already making an effort to mitigate their human rights impacts would benefit from guidance on how to do so more effectively and b) businesses are keen to learn how to mitigate adverse human rights impacts.

Expected Outcome:

- The human rights impacts communities and mine workers unions face in relation to mining activities in Loralai, and challenges faced by the mining sector in their relationships with communities, and the incentives and risks for communities, mining sector and mine workers unions to work together to address these issues, are understood.
- Businesses, mine workers unions and communities have i) a mutual understanding of these human rights and business-related issues and ii) knowledge amongst of how they can be addressed through application of the UNGPs, as well as the potential benefits (for all) that can be derived from application of the UNGPs.
- Community representatives from Loralai and mine workers unions have been involved in a process to capacitate businesses in the mining sector to respect human rights and provide for their remediation through application of the UNGPs.

Key Outputs:

- Analysis report on a) incentives and risks for communities affected by mining in Loralai to engage in UNGPs process, and community engagement strategy b) incentives and risks for mining companies that have business interests in Loralai to engage in UNGP process and mining engagement strategy identifying who we want to engage and bring into a dialogue, and how to engage them c) incentives and risks for mine workers unions to engage in the UNGP process, and engagement strategy.
- Agreement amongst businesses, communities and mine workers unions (25 dialogue participants) to commit to a learning process on business and human rights and the UNGPs.
- 3 company UNGP compliance plans developed.
- Design for grievance mechanism in Loralai produced.

Key Activities:

- 1.1) Identification of consultation participants through pre-defined selection criteria – which may include engagement of the individual in the mining sector, ability to articulate issues and representation of the local community. Special care will be taken to ensure that these consultations are inclusive of most marginalised community members.
- 1.2) 2 (two) inclusive community consultations on the topic of potential/existing human rights impacts related to mining undertaken with total 40 participants selected through social mobilisation in Loralai CBOs and District Steering Committees (the networks established by SPO) will work together with SPO to facilitate the consultations.
- 2.1) Alert will hold consultations with 30-35 business representatives with mining interests in Loralai to discuss challenges facing their businesses and assess their interest in UNGPs; and establish a baseline for change and purpose indicators.
- 3.1) Alert will first identify 5 representatives from local mine workers unions (such as the City Marble Union, Loralai, Coal Mines Mazdor Union, Duki Coal Field Union) and hold 1 Focus Group Discussion with them to understand the human rights issues faced by workers and mechanisms that exist within these unions at local levels to address these issues. The relationship of the local mine workers unions with provincial and national level mine workers unions will also be analysed. We will attempt to ensure that representation is across all relevant ethnic groups, and structure the focus group discussion accordingly.
- 3.2) Alert will also hold a meeting with a representative of the Baluchistan Mines Workers Union to understand the human rights issues faced by workers and the support that the provincial mine workers union is able to provide to address the issue.
- 4.1) Deliver on engagement strategies developed through earlier consultation phase to identify and engage dialogue/training participants. This will consist of a series of conversations with and outreach to the identified 25 dialogue/training participants. To an extent, this

activity depends on the analysis (outputs 1-3) as for some participants this might require simply a follow-up email, whereas for others it might require a series of phone calls and/or face-to-face meetings. We have therefore allowed for a small number of face-to-face meetings in the budget.

- 4.2) In the case of communities and in recognition of their potential capacity and representation needs, this phase will also consist of identifying and training 5 community champions. SPO will train these community champions in leadership for the purposes of enabling their stronger representation of their communities in the dialogues. Community champions will be chosen on the basis pre-developed criteria by the project team, including: their knowledge and interest, their ability to represent the community, their reputation within the community, having no strong affiliation with any ideological group and having some work experience.
- 4.3) Three dialogues on UNGPs in Quetta, hosted by Alert and SPO, involving 25 dialogue participants from the private sector, mine workers unions and communities.
- 5.1) Application of the UNGPs in Loralai, Balochistan. This will include training on how to identify, prevent and mitigate potential human rights impacts, using human rights impact assessments and integrating them across companies' relevant internal functions and processes. Participants will be the same as those involved in the dialogue process.
- 5.2) Pre- and post-training evaluation- which will be undertaken by the Project Coordinator and trainer.
- 6.1) Alert will support private sector actors engaged throughout the project to develop these plans, as a follow up to the training. The compliance plans will guide companies on how to carry out human rights due diligence, identify and assess impacts, integrate the findings across relevant functions and processes and act, track the effectiveness and communicate this externally. The plans will also guide companies on how to design an effective operational grievance mechanism, both for workers and community (based on output 7, below).
- 7.1) Report on possible models for a grievance mechanisms, based on a) Research into existing formal and informal grievance mechanisms in Loralai, and b) survey of efforts at developing grievances mechanisms in other parts of the world and lessons learnt. This will draw inter alia on Harvard's 'Piloting Principles for Effective Company-Stakeholder Grievance Mechanisms: A Report of Lessons Learned', and on the work of the International Council on Mining and Metals. This will be undertaken by Alert grievance mechanisms expert.
- 7.2) Workshops and consultations with communities, private sector and mine workers unions on possible models per the suggested designs.
- 7.3) Presentation of a final model at a donor roundtable

Key Risks and Mitigation Strategies:

Key risk	Influence	Mitigation
Escalation of Baloch nationalist or sectarian disputes will lead to suspension of activities and restricts safe movement to deliver project	Medium	Regular monitoring of context & security incidents will be done based on information shared by field teams. It would be ensured that consultations and dialogues are arranged for in safe areas. In case of risk/ reports of potential escalation of uncertainty, the PMC will convene and decide on a strategy
Government officials or sardars (tribal leaders) perceive the project as a threat and attempt to block it	Medium	Actor mapping will be done at start of the project to identify potential spoilers from government and within Loralai. Constructive engagement and communication processes. Regular monitoring of context
Consultations suffers from elite capture and most marginalised in communities are not represented	Medium	Inclusive approach will to identifying consultation participants
Different participants (Baloch and Pathan)	Medium	Careful initial phase of consultation and stakeholder / actor mapping; creating incentives around business rather than discussion of explicit drivers of disputes.
Lack of trust on the part of business leaders	Low	Mitigated by Alert existing profile and networks which strengthen our convening power; Alert ongoing European Union project which convenes business leaders in other parts of the country as well
Low level of interest and participation in trainings	Low	The initial outreach phase is designed to address this risk by stimulating participants' interest and identifying why they should be interested in such a training.
Stakeholders are not able to agree on a suitable grievance mechanism.	Medium	The involvement of an expert and series of workshops, following on from a series of dialogues and trainings will have built trust to mitigate this risk and ensure genuine stakeholder consultation such that they perceive this to be 'their' mechanism

Action Plan 5: Laying the foundations for peace in Pakistan: engaging youth and the SME sector in participatory research, dialogue, advocacy and action

Purpose of the Action Plan: The purpose of this Action Plan is to understand impact of social disputes on SMEs and lay the foundations for a more enabling environment for SMEs in Punjab and Sindh by creating dialogue and linkages between young people and SMEs for improved employment opportunities, thereby strengthening longer term prospects for peace. Beneficiaries: SME sector, young people

Time period: 2 years

Background: Poverty and economic inequality are key drivers of disputes across Pakistan. Two thirds of Pakistan's population is below the age of 30, and this young population is particularly affected by these inequalities, with negative implications for the country's stability. Although government and donors have established education and skills development programs to address this problem, these programs are often not well-integrated or aligned with actual job opportunities in the labor market, and their quality is highly variable, lessening their impact and further fuelling youth alienation.

One sector that has the potential to absorb large numbers of trained youth is the small and medium enterprise (SME) sector. SMEs represent over 95 % of registered entities in the formal sector and contribute to over 30 % of GDP and employ around 78 % of the non-agricultural labour force in Pakistan. However, SMEs (already frustrated because of an unfavorable business climate) are relocating due to disputes in the area: both to other parts of the country, and abroad. For example, the law and order situation in Karachi has caused medium scale enterprises to relocate their offices to parts of Punjab, while more than 40% of the Pakistan textile industry has shifted to Bangladesh in the last five years (with insecurity potentially a contributing factor). However, research is needed to determine the exact reasons behind, scale and impact of these shifts. Anecdotal evidence demonstrates that this shift undermines the potential of SMEs to contribute to an improved employment situation for young people, as well as affecting Pakistan's economic growth, thereby reinforcing the downwards spiral of violence.

Expected outcomes:

- Improved understanding between disputes, youth unemployment and SMEs in Punjab and Sindh.
- Opportunities are identified for creating an enabling environment for SMEs to both remain in dispute affected parts of Punjab and Sindh, and to subsequently create job opportunities for young people
- SMEs and young people are working jointly to make a positive contribution toward youth unemployment

Key Outputs:

- Research report on Pakistan-specific short to medium term policy recommendations for the SME sector.
- Policy recommendations are developed to address some of the structural/political challenges.

Key Activities:

- 1.1) Research to understand the way in which social disputes and adversity affects SME operations, the challenges SMEs face in operating in adverse environments, the sensitivity/insensitivity of the SME sector, especially in regard to youth, and the barriers youth face in

accessing SME employment. Methods include:

- Mapping of the SME sector and quantitative and qualitative research to identify economic loss in the SME sector due to disputes.
- Case studies of SMEs that have relocated either internally or externally
- Participatory qualitative analysis involving core stakeholder group

2.1) Establishment of a core group of key stakeholders from across government and the SME sector, as well as youth and CSOs. The group will undertake a series of dialogues identified during the research to develop solutions and subsequent policy recommendations for the implementation of a these solutions.

3.1) Core stakeholder group will lobby with the government and the international donor community on the basis of policy recommendations, to address some of the structural/ political challenges.

4.1) Small grants will be provided to young people for apprenticeship opportunities and training with SMEs.

Key risk and mitigation strategies:

Key risk	Influence	Mitigation
Low level of interest and participation in dialogue sessions	Low	The initial outreach phase is designed to address this risk by stimulating participants' interest.

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