

# Country Programme Action Plan (CPAP) 2011 - 2012

**Government of Pakistan**

**and**

**United Nations Development Programme (UNDP)**



**Government of Pakistan**



## Table of Contents

	<u>Page</u>
Abbreviations and Acronyms	iii
THE FRAMEWORK	1
I. BASIS OF RELATIONSHIP	1
II. SITUATION ANALYSIS	1
III. PAST COOPERATION AND LESSONS LEARNED	3
Past Cooperation	3
Lessons Learned	6
IV. PROPOSED PROGRAMME	7
Overview	7
Millennium Development Goals based Poverty Reduction	8
Crisis Prevention and Disaster Risk Management	8
Responsive and Inclusive Governance	9
Strengthening Environmental Governance	10
Early Recovery and Restoration of Flood Affected Communities	10
Cross-cutting Issues	10
Indicative Resources Plan	11
V. PARTNERSHIP STRATEGY	12
VI. PROGRAMME MANAGEMENT	12
VII. MONITORING AND EVALUATION	14
VIII. COMMITMENTS OF UNDP	15
IX. COMMITMENTS OF THE GOVERNMENT	15
X. OTHER PROVISIONS	17
ANNEXES	
I. CPAP RESULTS AND RESOURCES FRAMEWORK	18
II. EVALUATION PLAN	23

### Abbreviations and Acronyms

AA	Administrative Agent
ARP	Agriculture, Rural Development and Poverty Reduction
AWP	Annual Work Plan
CBO	Community Based Organization
CPAP	Country Programme Action Plan
CPB	Country Programme Board
DIM	Direct Implementation Modality
DNA	Damage and Need Assessment Report
DRM	Disaster Risk Management
EAD	Economic Affairs Division (Government of Pakistan)
ERRA	Earthquake Reconstruction and Rehabilitation Authority
FACE	Fund Authorization and Certificate of Expenditures
FATA	Federally Administered Tribal Areas
GDP	Gross Domestic Product
GEF	Global Environment Facility
GMS	General Management Support
GRIP	Grass Roots Initiative Programmes
HACT	Harmonized Approach to Cash Transfers
km <sup>2</sup>	square kilometres
KP	Khyber Pakhtunkhwa
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
NDMA	National Disaster Management Authority
NGO	Non Governmental Organization
NIM	National Implementation Modality (agreed between UNDP and the Government)
PDMA	Provincial Disaster Management Authority
RRF	Results and Resources Framework
UN	United Nations
UNDG	UN Development Group
UNDP	United Nations Development Programme
USD	United States dollars

## **THE FRAMEWORK**

The Government of Pakistan (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) are in mutual agreement to the content of this document and their responsibilities in the implementation of the Country Programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations (UN) Conventions and Summits to which the Government and UNDP are committed;

Building upon the experience gained and progress made during the implementation of the previous Country Programme (2004 to 2010);

Entering into a new period of cooperation (2011 to 2012);

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

### **PART I. BASIS OF RELATIONSHIP**

1.1. Reference is made to the basic agreement signed between the Government and the UN Special Fund, dated 25 February 1960, which governs assistance from UNDP to Pakistan.

1.2. UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. Reference is made to decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approval of the new Financial Regulations and Rules and, along with them, the new definitions of “execution” and “implementation” enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the United Nations Development Group (UNDG) simplification and harmonization initiative.

### **PART II. SITUATION ANALYSIS**

2.1. This Country Programme Action Plan (CPAP) has been prepared at a time when Pakistan is responding to multiple challenges that affect its ability to pursue long-term development priorities. This is recognized in the Country Programme Document for 2011-2012 and the subsequent cooperation between the Government and UNDP in the aftermath of the worst floods in the country’s history. The CPAP summarizes the prevailing situation and the programmes and partnerships proposed for addressing it during 2011-2012, while it is recognized that some of the most important of these initiatives may continue beyond the duration of this CPAP.

2.2. The floods of 2010 affected 78 districts of the country, covering over 160,000 km<sup>2</sup>, impacted the lives of 18 million people, and resulted in 1,985 reported deaths. The floods also destroyed 1.7 million homes and damaged thousands of acres of standing crops and agricultural lands. According to the Damage and Need Assessment Report (DNA), prepared by the World Bank, Asian Development Bank and the Government of Pakistan, the country sustained an estimated loss of USD 10.1 billion on account of direct and indirect damages to social and physical infrastructure, economic sectors, governance and environment. The province of Sindh was the worst hit, accounting for USD 4.4 billion (44%) of the damage and losses.

2.3. The UN initiative, “An Analysis of Flood Impacts on Millennium Development Goals (MDGs)” led by UNDP, complements the DNA by focusing on the human development aspects of loss and damage caused by the floods. The report demonstrates that the floods further impede Pakistan’s progress on the MDG indicators, with particular regard to poverty, inequality and food

security. In terms of overall human development, Pakistan ranks 125<sup>th</sup> out of 169 countries in the Human Development Index. Moreover, the 2010 National MDG Report shows that:

- (a) The net primary enrolment and literacy rates have been stagnating at around 57%.
- (b) Although Pakistan has fared well in promoting gender equality and women's empowerment, disparities in literacy rates between men and women, as well as in women's wage employment in the non-agricultural sector, continue to hamper efforts for improvement.
- (c) Infant mortality and the proportion of immunized children have nearly stagnated at 75 per one thousand and 78% respectively. With few Pakistani children immunized against six preventable diseases, the situation will become worse as a result of the floods.
- (d) Improving maternal health in Pakistan remains one of the biggest challenges, with less than half of all deliveries attended by skilled personnel. There has been some progress with a slight reduction in the fertility rate to 3.75 (in 2008-09), and an increase in contraceptive usage.
- (e) Malaria is the second most prevalent disease in the country, and a major cause of morbidity. The situation has worsened after the floods, with the World Health Organization projecting malaria and cholera to be the major contributors to morbidity and mortality.
- (f) Only two-thirds of Pakistanis have access to a safe drinking water source, which has been a major cause of water borne diseases.

2.4. The state of the country's environment has been on a decline, and in some areas the damage may be irreversible unless tackled immediately, e.g. the urban air and water pollution. Natural resources and ecosystems are under tremendous pressure due to human activity coupled with the compelling need for economic growth. National institutions associated with environmental management need to be capacitated to enforce mandatory environmental safeguards provided under the legal frameworks. The impacts of climatic changes and devolution of power to the provinces (described below) pose additional complexities in responding to environmental sustainability.

2.5. Pakistan's active participation in the multi-lateral environmental agreements over the past 15 years has shown positive results in some areas dealing with eco-system management, conservation of globally significant species and reduction in the green house gas (GHG) emissions. Community based environmental management programmes have taken root and are potentially seen as the most effective way of taking national policies to implementation.

2.6. Across the provinces and federally-administered areas, disparities in living standards and access to services were evident, and often significant, even before the floods. Gender disparities are particularly striking in rural areas. There are considerable inequities in people's access to services and entitlements such as economic assets, political and social rights, and social and municipal services. The poor people suffer powerlessness that perpetuates poverty. The government continues to respond through remedial measures; however, there still remains room for interventions, particularly around service delivery and strengthened citizens' rights. It is widely recognized that any meaningful endeavour for change must include strong political will and institutions.

2.7. Pakistan's economic outlook has seen a downward trend in the recent years, aggravated by a global recession, rising fuel and food prices in international markets, an endemic energy crisis, socio-political challenges and a deteriorating security situation, including dislocation of large populations due to deteriorating security conditions and consequent military actions which spawned a major humanitarian crisis. Macro-economic asymmetries (including inflation at 16% and a fiscal deficit of 6.3% of Gross Domestic Product (GDP) have been in evidence; the real GDP growth rate is forecast to be limited to 2.75% in 2010-11. The New Growth Framework approved by the National Economic Council endeavours to put Pakistan on a track of sustainable and inclusive growth.

2.8. There has been greater success, in the area of constitutional change that affects relationships between the federation and the provinces: conciliation across parties and provinces has produced some remarkable amendments to the Constitution of Pakistan. The Eighteenth Constitutional Amendment (2010) devolved a large number of subjects to the provinces that were previously on the

concurrent legislative list of the Federal Government and the provinces. The devolved subjects include, *inter alia*, agriculture, education, health, information, labour and human resources, law and parliamentary affairs, population welfare, transport, women development, and youth affairs. Discussions about specificities are ongoing both at federal and provincial levels through the Implementation Committees set up for this purpose. The changes resulting from the amendments and ongoing discussions will be broad in scope, complex in detail and game changing in their implications.

2.9 Another area of the 18<sup>th</sup> Amendment is the structural reform of the Election Commission of Pakistan (ECP), which has made ECP an independent body after selection of members with consensus from ruling and opposition political parties. However this change at the highest policy level needs to be associated with election reforms in election laws, rules, systems and administrative structure enabling the new Election Commission to conduct free, fair and transparent elections in early 2013.

2.10. As a result of these changes, UNDP will need to engage sub-national partners more systematically in programme policy and design, institutional reform, MDGs, and disaster preparedness and risk-reduction. With the devolution of environment sector to provinces, UNDP's engagement on climate change may require new partnerships at this level. In cooperation with federal as well as sub-national partners, there is a need to undertake environmental sustainability initiatives tailored for specific parts of the country, and increase preparedness for disaster prevention and response. There is also a need to expeditiously develop and implement informed and research driven policies, including the New Growth Framework, focus on increased income and infrastructure rehabilitation for the marginalized, and promote an accountable governance structure through citizen empowerment.

2.11. UNDP activities to address those issues mentioned above are developed in line with the respective national framework, strategy or plan that allows a high degree of national ownership, impacts and sustainability. UNDP is also committed to address emerging development priorities such as climate change mitigation and adaptation strategies; disaster preparedness; local governance as well as mainstreaming of gender, refugees, disability and other vulnerable groups through human rights based approach.

2.12. At the provincial level, there are fewer documents articulating long-term development concerns and priorities other than the annual development plan. In the context of devolution, there is considerable variation across provinces in terms of development priorities and focus areas, as well as the capacities of government and non-governmental agencies, that will need to be addressed in order to establish ownership and relevance of the CPAP.

### **PART III. PAST COOPERATION AND LESSONS LEARNED**

#### **Past Cooperation**

*National capacities to develop monitor and implement pro poor policies at the national and sub-national levels contributing to the attainment of gender equality and MDGs.*

3.1. Capacity building to develop, monitor and implement pro-poor policies at the national and sub-national levels has resulted in the adoption of district-wise Indices of Multiple Deprivations, which have been institutionalized by the Government of Punjab. This led to a more evidence-based and results oriented strategic development planning and assessment of effectiveness of social sector investment at the district level. The concept and methodology are being replicated in other provinces (i.e. Khyber Pakhtunkhwa – KP).

3.2. The Ministry of Finance was supported in the development of Poverty Reduction Strategy Paper II and then monitoring its roll out at the provincial level. The Government was also supported in the preparation of the 2010 National MDG Report. At the community level, the livelihoods of more

than 50,000 families were improved through the creation of assets and enhancing capacities in Punjab and Balochistan. More than 30,000 hectares of saline lands were converted into productive lands making a significant dent on the food security situation in the target areas. Livelihoods recovery support was also extended to the conflict and floods affected areas of Pakistan. Strong partnerships were developed and sustained at the federal and provincial level as evident from the quantum of cost sharing contribution mobilized from the Government.

3.3. UNDP successfully demonstrated partnerships with the private sector in Pakistan through two initiatives, one with the dairy companies and the other with the textile industry. These initiatives were nationally and internationally acknowledged as best models for replication and up-scaling. The Gender Equality initiatives realized significant gains in empowering women and mainstreaming gender as a key development concern on national development agenda. Key achievements include: (a) capacities of Government officials, civil society and private sector partners strengthened to undertake gender sensitized development planning at national and sub-national levels; (b) national and provincial level public sector training organizations' curricula sensitized on gender based planning, monitoring and evaluation processes and techniques; (c) innovative practices introduced for women's economic empowerment through public-private partnerships in livestock and garment sector; and (d) transparent, accessible and affordable justice system using an Alternate Dispute Resolution mechanism, institutionalized at the local level for providing legal empowerment to women.

3.4. The deterioration in law and order situation posed a serious challenge to the implementation momentum of the projects especially in the rural areas of Balochistan and Punjab. However, a community led approach relying on local capacities and communities' involvement ensured the uninterrupted implementation at the field level.

***Operationalization of National disaster and risk reduction response systems.***

3.5. The National Disaster Management Act 2010 reinforced the need for establishment of the National Disaster Management System. Seven disaster management authorities (four provincial, one state, one regional, and one agency level) are functional and UNDP has provided capacity building support to the disaster management authorities. Policy advocacy has resulted in the Planning Commission of Pakistan to mainstream the Disaster Risk Reduction Check-lists (for the infrastructure, social and production sectors) into the development planning process. Another landmark achievement is the adoption by the Government of climate risk mitigation efforts, such as bio-engineering techniques for stabilizing landslides.

3.6. Livelihood opportunities for refugee affected as well as crisis and flood-affected communities have been enhanced through skill development and distribution of assets to create employment opportunities in the remotest and poverty stricken areas of the country. An area-based approach has been adopted through ongoing programmes where livelihood, governance, disaster reduction and community infrastructure have been addressed for targeted villages. UNDP's flexibility to respond to situational context and changes, e.g. natural disasters or other crises remains a major comparative advantage. There is a need to focus on institutional capacity building and promote multi-sectoral, participatory approach at the provincial and local levels. UNDP must also align its plans and strategies in line with the federal and provincial plans and processes.

3.7. UNDP's practice of demonstrating effectiveness of interventions, results and impacts through pilot projects has helped raise government ownership and mobilise resources for replication and expansion of successful initiatives. The success of the refugees hosting and affected areas needs to be replicated to other provinces and, where possible, partnership with private sector to be enhanced. UNDP's leadership and direct contribution to the early recovery flood response needs to be continued to ensure that needs of flood affected communities remain high on the agenda.

***Comprehensive approach integrating environmentally sustainable development.***

3.8. Despite the challenging security situation and floods, the overall progress on this outcome is on-track. The National Climate Change Policy is currently going through provincial consultation process. This policy will also lay the foundation for National Plans of Actions for Adaptation and Mitigation. UNDP's support to the International Conference on Climate Change helped to place Climate Change high on national agenda. Other key achievements include: National Forest Policy; National Wetlands Policy; Tariff Determination for Wind Energy; and, Energy Conservation Act.

3.9. Community based programmes resulted in the scaling-up of market mechanisms to support nature conservation in line with the national policy regimes. Energy Efficiency & Household Improvement (EE&HI) projects with the communities have fed into the Energy Conservation Act adopted by the federal cabinet. Community based organizations were engaged for the rehabilitation of globally significant and critically damaged eco-systems of Pakistan. One Ramsar wetlands site has been rehabilitated by applying community based co-management for natural systems. Grassroots initiatives address the local environmental problems through community participation as part of One UN joint programme on environment.

3.10. The environment in Pakistan has suffered for two main reasons: (a) lack of environmental mainstreaming and implementation of environmental safeguards in development initiatives and projects; and (b) focus on a wide spectrum of macro policies with limited successes in implementing these policies. Continued stress on Pakistan through natural and other crises has shifted the focus from long term sustainable development needs to those of immediate relief and reconstruction, which hinders the promotion of the environment agenda among the government and the donor community. As a consequence, replication and scaling up of successful pilots remains a challenge.

3.11 The environment agenda faces disconnect of strategic direction of environment policies, strategies and plans across multiple agencies and four tiers of government (local, district, provincial and federal). The devolution resulting from the Eighteenth Amendment may help resolve such problems in due course of time, but realising the gains would require focussed advocacy and capacity development. Working with civil society organizations at the grassroots has resulted in beneficial results, particularly through the small grants programmes. However, the sustainability of initiatives and the ability of Community Based Organizations (CBOs) to mobilize resources requires coherent institutional support from the government, donors and development organizations.

***Strengthen governing institutions and public sector organizations for effective, accountable and participatory governance.***

3.12. With the passage of the 18<sup>th</sup> Amendment, the Parliament of Pakistan has demonstrated its ability to deliver on long-pending and difficult issues through consensus among provinces and political parties. UNDP's main contribution has been in the area of strengthening parliamentary and public sector development and accountability institutions. It continued its support for the capacity building of parliamentarians and the staff of the parliament secretariat for legislation and oversight through training, research, orientation sessions and public consultations with parliamentary committee members; improved outreach for public grievance redress by raising public awareness; enhancing capacity of selected public sector organizations; and capacity building of the Economic Affairs Division (EAD) to successfully manage and handle the National Implementation Modality (NIM) portfolio, collect and analyze development assistance data and improve overall aid effectiveness.

3.13. There is now a dire need to enhance capacities in the provinces to make required legislation, laws, policies, and subordinate rules regulations, and processes to effectively manage these subjects. UNDP must broaden its engagement to involve NGOs, media and academic institutions through different models of citizen engagement for improved planning and service delivery. As a continuation of its successful interventions with the Parliament of Pakistan, it should also support women parliamentarians and elected representatives in provincial and local government. In addition, responding to the need of increased access to justice, UNDP must strengthen its focus on legal

awareness activities for accessing justice and redress mechanisms including capacity development of disadvantaged groups and their leaders.

***Local authorities and communities in rural and urban areas enabled and involved in planning and management of activities including the provision of public services.***

3.14. Under an evolving policy environment, UNDP continued its support to the local government system through capacity development, institutional strengthening, advocacy, and policy support. This support led to increased participation of citizens in planning and management of development activities and enhanced awareness of local governance issues among citizens, local government officials and communities. Their ability to articulate and bring to fore issues and influence decision making in their interest has increased. An Outcome evaluation completed in 2010 concludes that as a result of UNDP assistance to the local government system, the capacities of local authorities and local communities to plan have increased through extensive and sustained training of elected representatives and government officials.

***Effective and efficient Early Recovery and Restoration of flood affected communities Programme management.***

3.15. In the immediate aftermath of the 2010 floods, UNDP engaged existing partners by re-aligning eight projects to respond to flood affected communities' needs beyond immediate humanitarian needs and to deliver basic services to communities. The UNDP Early Recovery and Restoration of Flood Affected Communities Program, amounting to USD 120 million, mainly leverages existing national and UNDP programme capacities by engaging both government agencies and non-governmental organizations under the Direct Implementation Modality (DIM). To ensure transparency, risk management and accountability, an independent M&E system will be established by engaging a specialized firm. UNDP has also deployed an internal control and accountability mechanism with clear business procedures for reviewing and allocating funds, with monitoring, evaluation and oversight at various levels and stages.

3.16. The selection of NGO partners entailed a public call for project proposals, which is followed by technical review and capacity assessment leading to the award of projects by UNDP. The approach is designed to ensure a transparent and open selection process, encouraging participation of a wide range of implementing partners with presence in outreach in the flood affected areas. Reliance on existing capacities of national government and non-government partners has helped expedite the delivery of the early recovery program, providing support to at a time when they are needed the most.

**Lessons Learned**

3.17. Country programme evaluations indicate the need for fast-track arrangements to deliver humanitarian assistance, gaps in results-based monitoring; absence of effective exit strategies; lack of prioritization of poverty as a core issue in socio-economic policies, and the need to adopt a programme approach for gender support. The evaluations also call for enhanced government ownership, programmatic coherence, strategic prioritization, results orientation, and effective mainstreaming of cross-cutting issues. The relapse in poverty and MDG indicators points to the difficult balance that must be maintained between the focus on crisis-affected areas and the need for accelerated action in supporting the Government to meet the 2015 deadline for the MDG targets.

3.18. Consultation with provincial and national stakeholders during the CPAP formulation process suggests that UNDP has a strong comparative advantage in the areas in which it is currently working. The reason for this appears to be that UNDP occupies a niche in which there are few, if any, competitors. The credit for this must go, in the first place, to government authorities, who are responsible for donor coordination at the federal and provincial levels, and, accordingly, allocate unique spaces to UNDP and other actors in order to avoid duplication. (In some of the most successful programmes, UNDP was the first supporter of a new institution, policy or plan, and in

others it supported a pilot approach.) In addition, the provincial and national government counterparts have ownership of projects and advocate along with UNDP for their institutionalization.

3.19. Stakeholders concluded that UNDP's partnership with the government is stronger than its other partnerships. This is due, firstly, to the fact that initiatives supported by UNDP have a high degree of relevance to national policies, strategies and plans, as well as Pakistan's international commitments in various areas. It is also due to UNDP's flexibility in policy planning and implementation. Sudden policy changes, understandably, undermine both partnership and sustainability, while a vacuum in policy leaves ongoing programmes without direction. UNDP's work in governance, in particular, has been affected by such influences during the last two years.

3.20. Stakeholders also emphasized that UNDP has developed strong partnerships with NGOs in almost all programme areas. Gender and governance projects, humanitarian work and early recovery efforts have benefited from the involvement of a wide range of NGOs. In environment and climate change, there is proven synergy between government and certain large NGOs. Through the Small Grants Programme of Global Environment Facility (GEF) and Grass Roots Initiative Programmes (GRIP), UNDP has supported local NGOs and CBOs.

3.21. Stakeholders identified the following steps for further strengthening ownership and partnerships:

- (a) appropriate alignment with provincial governments and other sub-national institutions through national and provincial partnerships for implementation and technical support;
- (b) effective participation of all stakeholders including beneficiaries during project formulation;
- (c) greater attention to partnership with the private sector and civil society organizations;
- (d) greater frequency of visits to provinces and the field by UNDP management;
- (e) stronger implementation support; and,
- (f) stronger focus on results and impact assessment.

3.22. The need for a new and more systematic approach to resource mobilization is felt strongly by the stakeholders at all levels. While the formation of a resource mobilization strategy will take time, stakeholders identified the following main avenues for making progress in this direction:

- (a) plan to involve potential donors at the programme planning stage;
- (b) elevate cost-sharing partnerships with the government to new levels, and harmonize with the government's planning cycle;
- (c) act as a catalyst to establish public-private partnerships;
- (d) tap into market-based options in the areas of environment and climate change; and,
- (e) use Goodwill Ambassadors more effectively.

## **PART IV. PROPOSED PROGRAMME**

### **Overview**

4.1. The proposed programme is firmly anchored in the UNDAF and the One United Nations Programme, 2009-2012, and is designed taking into account the Poverty Reduction Strategy Paper II, the New Growth Framework, the Pakistan Humanitarian Response Plan 2010, the Post-Crisis Needs Assessment and the Floods Relief and Early Recovery Response Plan 2010. To ensure sustainability and enhance impact, UNDP will seek to promote national ownership, greater strategic coherence of its programme interventions as well as stronger complementarities with similar programmes of other donors. The proposed programme is derived mainly from three of the five United Nations joint programmes that UNDP is supporting under the One United Nations Programme: Agriculture, Rural Development and Poverty Reduction (ARP); Disaster Risk Management (DRM); and Environment; with human rights, gender equality, civil society engagement and support to refugees as cross-cutting issues.

4.2. The overall strategy entails a three-pronged approach:

- (a) scaling-up and expansion of ongoing humanitarian and recovery responses, by leveraging existing technical capacities, making a gradual transition into mid-term post-crisis and focusing on livelihoods and capacity-building of institutions and national counterparts;
- (b) addressing underlying causes of the crisis by improving access to public services and enhancing livelihood opportunities; and,
- (c) continuous reinforcement of national and local governance, as well as capacities of democratic and rule of law institutions, and ensuring a strong focus on MDG based human development.

4.3. Gender equality and capacity development are cross-cutting issues that will be mainstreamed throughout the country programme and followed up closely. The country programme focuses on critical initiatives to reduce poverty and vulnerability, protect human rights, prevent crisis and promote social cohesion among the population including refugees, displaced persons, minorities and other vulnerable groups, such as persons with disabilities. At the policy and institutional levels, UNDP will focus on advocacy, policy advice and strengthening of capacity to monitor MDGs and pro-poor policies at various levels of government. In the crisis-affected KP Province and the Federally Administered Tribal Areas (FATA), UNDP will contribute to early recovery, strengthened rule of law, and peace-building.

#### **Millennium Development Goals based Poverty Reduction**

4.4. In 2004, UNDP initiated pro-poor policy support through support to the Government New Growth Framework, the development of the poverty reduction and MDGs acceleration strategies, costing of MDGs, and the development of a monitoring system to track expenditures and their results at the national level, and coordinated with provincial government strategies and plans. Based on this experience, UNDP support to poverty reduction will operate at two levels, the policy level and the community level. At the policy level, it will seek coherence between national and provincial policy frameworks, to prioritize the development agenda, allocate finances and harmonize the system for monitoring poverty, and policy formulation and implementation capacity support (e.g. the New Growth Framework recently developed by the Planning Commission). Setting poverty and gender-sensitive targets, building consensus on poverty indicators, and strengthening capacities for poverty research and data collection at the national and provincial levels will be essential to targeting scarce public resources in the poorest areas of the country.

4.5. At the community level, the UNDP poverty reduction programme will systematically target the poorest areas, seek to generate incomes, and restore livelihoods in order to reduce both income and non-income based poverty, with a strong focus on women and vulnerable groups. Addressing income-based poverty will encompass capacity-building of institutions and communities for social mobilization and the adoption of appropriate technologies in agriculture, livestock and water management systems tailored to arid and semi-arid regions of Pakistan.

4.6. In the crisis-affected areas, UNDP will apply a multiple range of conditional cash transfer mechanisms and partner with existing or new government initiatives to generate sustainable income sources, build assets and restore livelihoods. Mechanisms to reach female-headed households will be necessary to address prevailing vulnerabilities and gender-based inequalities.

#### **Crisis Prevention and Disaster Risk Management**

4.7. In collaboration with the Provincial Relief, Rehabilitation and Settlement Authority, Provincial Disaster Management Authority (PDMA) and other partners, UNDP has formulated a programme to support post-crisis recovery, peace-building, governance and the rule of law. Its objective is two-fold: support the sustainable return of displaced people through targeted early

recovery activities; and contribute towards addressing the structural causes of the crisis through governance and peace-building interventions, with a strong focus on women and vulnerable groups. These interventions are organized around four pillars:

- (a) strengthening capacities for early recovery coordination;
- (b) support to sustainable livelihoods and local economic recovery;
- (c) peace-building and social cohesion; and,
- (d) strengthening local governance and the rule of law.

4.8. Similar interventions are planned for FATA and will be piloted first in Bajuar Agency, Mohmand, Orakzai and S. Waziristan and then replicated in the other Agencies. Many of these conflict/crisis areas are affected by bomb blasts, and many victims need special care and psycho socio-counselling to re-build their lives. As a lead agency for early recovery, UNDP will continue to lead efforts to restore the livelihoods of disaster affected communities and emphasize its support to internally displaced people (IDPs) in the crisis areas.

4.9. As the lead agency for the Community Restoration Cluster, UNDP is facilitating coordination of early recovery activities of local governments and affected communities, with special attention to women, youth and other vulnerable groups, in the areas of governance, livelihoods, social cohesion, environment and basic infrastructure. UNDP will also support the Refugee Affected and Hosting Areas programme that seeks to rehabilitate communities affected by the impact of the earlier Afghan crisis, now worsened by the recent humanitarian crisis, through innovative interventions (such as solar geysers and solar water pumps) and community based infrastructure.

4.10. Shifting from disaster response to risk reduction and prevention will require building capacity for early warning, preparedness and developing disaster management plans and strategies. This includes building the capacity of government entities such as National Disaster Management Authority (NDMA), PDMAs, DDMA's and other organizations specializing in disaster management including the Earthquake Reconstruction and Rehabilitation Authority (ERRA). Climate risk management interventions such as slope stabilization and community based Disaster Risk Management are also key measures that have been adopted with community participation.

### **Responsive and Inclusive Governance**

4.11. Pakistan's ability to meet its strategic economic and social development goals rests on the capacity of the country to overcome the governance deficit through sound governance policies and practices that promote greater efficiency, accountability and responsiveness of public institutions. It is equally critical to introduce local governance systems and processes that are sensitive and responsive to citizens' needs and expectations. It is also imperative to strengthen democratic institutions and rule of law structures and mechanisms to ensure greater participation of people in democratic processes, ensuring transparency and accountability, and address issues of equity and exclusion. UNDP governance interventions will focus on:

- (a) strengthening core democratic institutions of representation, participation and accountability;
- (b) developing public sector capacities at provincial levels, especially in the light of the Eighteenth Amendment; and,
- (c) supporting localized mechanisms for articulating the demands of citizens, including the youth, women and other vulnerable groups, enabling them to access services and protect their rights.

4.12. Governance interventions will, where required, support peace-building and social cohesion and promote the democratic participation systems, rule of law and accountability systems within the framework of democratic governance. For strengthening of democratic institutions the present support to the Parliament will be extended to provincial parliaments, whereas for strengthening the electoral process and Election Commission of Pakistan a new program on election support will be developed. To promote peace building and democratic governance in the Malakand Division, UNDP is preparing

a comprehensive justice and security initiative to support the government and communities to strengthen the rule of law through formal and informal justice systems. Capacity building of local governance institutions with enhanced transparency, accountability and civic participation will also be emphasized. UNDP will support development of a national strategy on access to justice and rule of law to support and reinforce government efforts in strengthening existing institutions and mechanisms in the sector.

### **Strengthening Environmental Governance**

4.13. The response of Pakistan to the growing environmental degradation depends largely on enhanced technical and institutional capacities to implement the national policies dealing with the environment, energy and climate change. UNDP has provided significant assistance to policy formulation and on-the-ground solutions for better environmental management and will focus on bringing coherence to these efforts, in partnership with other United Nations agencies. The capacities of national institutions and civil society organizations will be developed to implement regulatory frameworks through community-led interventions. These interventions will contribute to achieving the national targets for the MDGs and respond to Pakistan's commitments under various global conventions and protocols.

4.14. Environmental bodies at the federal and provincial levels will be engaged to mainstream environment and climate change in national development plans and programmes. Targeted and interlinked projects will be implemented to strengthen local institutions for natural resources management, energy efficiency, enhancing access to alternate energy sources, developing climate change policy and carrying out community based adaptation and mitigation measures and mainstreaming of environment in post-disasters early recovery programmes. Best practices in integrated natural resource management will be scaled up through local communities in diverse eco-regions of the country.

### **Early Recovery and Restoration of Flood Affected Communities**

4.15. In close partnership with disaster management authorities at national, provincial and district levels, local government institutions, affected communities, and, where possible, the private sector, UNDP aims to restore safe livelihoods and basic services for flood-affected communities in severely affected districts to recover from the impact of the floods. To this end, UNDP applies an area-based, multi-sector and integrated approach in the affected districts.

4.16. Most local governments and institutions, given the limited level of preparedness, infrastructure and resource base, have been overwhelmed by the magnitude of the floods. With extensive damage to infrastructure, these offices also lost basic records and documents. Individuals lost personal identification and legal papers, mandatory for reclamation of land and any assistance. UNDP will assist the government in restoring government functions, including issuance of critical documentation at local level, and delivering and monitoring early recovery assistance.

4.17. It is urgently required to revive livelihood opportunities, including farm-based and off-farm livelihood activities as well as temporary employment targeting the poorest and most vulnerable affected communities through labour-intensive cash-for-work programmes.

4.18. Community infrastructure is essential for ensuring basic services to communities and the revival of local economies is a critical lifeline for survival. Lack of basic community infrastructure can have an adverse impact on environmental health, nutrition and overall living conditions of affected populations and in the longer term will hinder early recovery and reconstruction activities.

4.19. At the policy level, UNDP will provide capacity support to the Provincial Government of Sindh in developing a provincial holistic, prioritized and actionable rehabilitation framework that

supports the reconstruction of physical assets and infrastructure and the full recovery of both economic development and human development for flood-affected populations and sectors.

### **Cross-Cutting Issues**

4.20. In addition to targeted support to attain MDG 3 targets, Gender Equity is a focus of the whole country programme – through assessing the impact of climate change and environmental degradation on women and their role in responding to these threats, through support to their participation in politics and decision making, and through gender-based analysis in the design of economic governance reform and institutional capacity development strategies. Research and best practices from other countries would feed renewed policy debate and approaches.

4.21. UNDP will further its efforts for effective gender mainstreaming by developing a gender mainstreaming strategy to ensure, effectively and efficiently, the inclusion of gender aspects in programme and project planning and monitoring, from situation analysis to impact assessment.

4.22. UNDP will continue its efforts to enforce and promote the principles of aid effectiveness through key government agencies and the One UN to ensure efficient coordination, alignment and harmonization. To promote national ownership in national policy making, UNDP will adopt a demand-driven approach to capacity development. The approach will include capacity assessments and evidence-based strategies to capacity development. The focus would be on both technical and management skills to support the development of effective organizations, linked with the enhanced emphasis on use of country systems.

4.23. UNDP acknowledges the important role of Pakistan in supporting regional institutions, such as the South Asian Association for Regional Cooperation and the Association of South-East Asian Nations. UNDP sees regional integration as an important vehicle for tackling poverty, especially through trade and knowledge sharing, as well as for adapting to climate change and mitigating the risk of natural disasters. UNDP will further explore opportunities for its support to Pakistan in its efforts to pursue South-South cooperation with regional actors.

4.24. UNDP will deepen its collaboration with UN agencies and national institutions – ministries, departments and civil society organizations. In particular, the Country Programme Board comprising the Economic Affairs Division, provincial/regional governments and UNDP will work to enhance the sustainability of programmatic interventions.

4.25 In the context of devolution, UNDP will enhance its engagement with provincial governments and partners to ensure close alignment with and contribution to provincial development plans and priorities. UNDP and partners will address the capacity development needs to accelerate the achievement of the MDGs in general, and in UNDP's thematic priority areas in particular.

4.26. Communicating development results is critical to disseminating MDG success stories and to build momentum around the agreed development goals. Advocacy and knowledge management will encourage dialogue and bring about transformative change in key policy areas (e.g. gender mainstreaming, climate change and disaster management, and poverty reduction initiatives). It will contribute to improved access to information, leading to greater social awareness from grassroots to policy level. The National Human Development Report, MDG analysis and reporting, key policy research, and use of innovative and web-based interfaces will increase UNDP's outreach and impact.

### **Indicative Resources Plan**

Programme Component	Expected UNDAF Outcome	USD '000s			
		Core	Non-	Early	Total

			<b>Core</b>	<b>Recovery</b>	
1. Millennium Development Goals based Poverty Reduction	Establish a just and sustainable economic system for reducing poverty and achieving Millennium Development Goals	4,950	14,050	3,216	22,216
2. Crisis Prevention and Disaster Risk Management	National capacities and system in disaster risk management strengthened to reduce the impact of disasters on the poor and most vulnerable and promote peace-building and social cohesion, facilitate rule of law, early recovery and the refugee affected and hosting areas.	3,050	39,000	11,899	53,949
3. Responsive and Inclusive Governance	Enhanced capacity of local government for policy formulation and management.	3,958	15,000	7,887	26,845
4. Strengthening Environmental Governance	Improved living conditions through environmental management for sustainable development.	3,946	15,000	2,000	20,946
5. Early Recovery and Restoration of Flood Affected Communities (Targeted Program)	Early recovery and restoration of flood affected communities in Pakistan.	-	-	55,248	55,248
	<b>TOTAL</b>	<b>15,904</b>	<b>83,050</b>	<b>80,250</b>	<b>179.20</b>

An indicative geographical allocation of the budgeted amount is summarized below:

<b>Geographical Focus</b>	<b>Proposed CPAP Budget USD (in '000s)</b>
Nation-wide/Federal	21,152
Punjab	33,267
Sindh	30,919
Khyber-Pakhtunkhwa	54,469
Balochistan	24,515
Gilgit-Baltistan	6,055
AJK	3,415
FATA	5,408
<b>Total</b>	<b>179.20</b>

## **PART V. PARTNERSHIP STRATEGY**

5.1. Existing partnerships under the One United Nations Programme will be deepened. UNDP has played an active role in the One UN process by being a co-chairing agency of three of the five joint programmes and has aligned all its activities with the One UN platform. UNDP also serves as the Administrative Agent (AA) of Pakistan One Fund in support of the UN Joint Programme. Partnerships with bilateral and multilateral donors and national and international non-governmental organizations will be forged to support national development policies and institutions. The focus of such partnerships will be on programmes that aim to build capacities at the local level and address MDG focused thematic areas, including extreme poverty. The country programme will rely on strong partnership with the government and donors to mobilize the required additional resources.

5.2. The government and the UN System announced the formation of Early Recovery Working Group (ERWG) to steer the early recovery support in the affected areas with the help of government,

UN agencies, and other humanitarian actors. The working group is co-chaired by National Disaster Management Authority and UNDP, and supports the Humanitarian Coordinator, NDMA, PDMAs, provincial governments, NGOs, donors and the affected communities in coordinating and strategically planning early recovery efforts, integrating disaster risk reduction, environment, governance, gender and protection in all stages of the response. In addition to technical and coordination support to the ERWG, UNDP will provide policy formulation capacity support, especially for the Early Recovery Strategic Plan being formulated jointly with NDMA and provincial governments. UNDP also serves as a co-chair of Governance Sectoral Working Groups (SWG), Community Infrastructure SWG, Disaster Risk Reduction Thematic Working Group (TWG) and Environment TWG.

5.3. UNDP's partners include a large number and variety of organizations, listed in Annex I and described by the following basic features:

- (a) government organizations at the federal, provincial and local levels as implementing partners, engaged through technical and policy support;
- (b) United Nations agencies engaged through the One UN programme platform and co-chairing of three of the five Joint Programmes;
- (c) large and medium-sized NGOs engaged through small grants programmes as well as implementation of Early Recovery initiatives;
- (d) private sector entities engaged for income generation and asset building for the poor and marginalized; and,
- (e) research and academic institutions engaged for focused research for informed policy making and development tracking

5.4. Resource mobilization efforts will be intensified to support the Results and Resources Framework (RRF) presented in Annex I and ensure the sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cost-sharing or counterpart contributions will be undertaken to secure funding for the programme.

## **PART VI. PROGRAMME MANAGEMENT**

6.1. The Country Programme will be nationally executed under the overall coordination of the Economic Affairs Division (EAD) of the Ministry of Finance, Government of Pakistan. Federal ministries, local governments, NGOs, UN agencies and UNDP itself may serve as Implementing Agency of programme activities. The achievement of CPAP results will be realised through the project Annual Work Plans (AWPs), which specify the specific results to be achieved and form the agreement between UNDP and each implementing partner on the use of resources.

6.2. A Country Programme Board (CPB) shall be set up as a mechanism for consultation and management based on consensus on country programme issues. The CPB is responsible for the oversight, overall management and monitoring of the CPAP, integration of individual outcomes within UNDP programme, as well as their contribution to the UN Country Team efforts as documented in the One Programme results matrix. The CPB shall be co-chaired by the Secretary EAD and UNDP Resident Representative/Country Director and will include representatives from Federal Planning Commission, and the Planning and Development Departments of the four provinces, Gilgit Baltistan, Pakistan Administered Kashmir and Federally Administered Tribal Areas. The CPB may invite high-level representatives of key line ministries to the CPB meetings, as deemed appropriate and necessary. The CPB shall meet biannually.

6.3. As the CPAP Outcomes are derived from the UNDAF/One Program, the outcome level guidance and oversight of the CPAP will continue to be performed by the relevant Joint Programme Steering Committees and Task Forces (JPSC/TF). UNDP serves as co-chair of three Joint Programmes and convenor of relevant Joint Programme Component Task Forces. The JPSCs/TFs, which include representatives of relevant line ministries, shall meet regularly and monitor the realisation of expected outcomes(s) and program assurance at the outcome level.

6.4. The project level oversight and management shall be performed by Project Boards. The Project Board is the group responsible for making by consensus management decisions for a project, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity, transparency and effective competition. If a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. A Project Board is chaired by a senior representative of the Implementing Partner, a representative of UNDP, a representative of the project beneficiaries, and other relevant line ministries/departments. The PB shall meet at least once a year.

6.5. At the provincial level, programme coordination mechanism will be instituted to enhance local ownership, accountability, effectiveness and participation of all stakeholders. These meetings will promote knowledge sharing, coordination and cross-fertilisation across projects and facilitate the achievement of CPAP outputs and outcomes.

6.6. The signed CPAP and signed Annual Work Plan (AWPs) serve as the core documents to implement programmatic initiatives. However, as necessary and appropriate, project documents may be prepared using, *inter alia*, the relevant text from the CPAP and AWPs. UNDP will sign the project documents with partners in accordance with corporate practices and requirements.

6.7. In line with the UNDG Joint Programming guidance, the scope of inter-agency cooperation will be strengthened to cultivate new programme and geographical convergence. The country programme builds on the United Nations reform principles, especially simplification and harmonization of systems and procedures, by operating in line with the harmonized common country programming instruments such as the One Programme results matrix, monitoring and evaluation, and programme resources frameworks in the CPAP and the AWPs.

6.8. All cash transfers to an Implementing Partner are based on the AWPs agreed between the Implementing Partner and UNDP. Under the Harmonised Approach to Cash Transfers (HACT), cash transfers for activities detailed in AWPs can be made by UNDP using the following modalities:

- (a) Cash transferred directly to the Implementing Partner:
  - (i) Prior to the start of activities (direct cash transfer), or
  - (ii) After activities have been completed (reimbursement);
- (b) Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
- (c) Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

6.9. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

6.10. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

6.11. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

6.12. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.13. Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

## **PART VII. MONITORING AND EVALUATION**

7.1. Monitoring and evaluation (M&E) of the CPAP will be undertaken in line with the One Programme/UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity.<sup>1</sup> The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the prescribed procedures and harmonized with UN agencies to the extent possible.

7.2. The Country Programme Board, comprising UNDP, EAD and the provincial/regional Planning and Development department representatives, will oversee programme progress and results. UNDP and EAD will have joint M&E activities for ongoing NIM projects. All national counterparts will undertake monitoring of respective projects.

7.3. Results-based management will be systematically integrated across all UNDP supported programmes and projects. Expected results and indicators to measure progress on results will be clearly established during the planning phase of programmes and projects. Participatory approaches for monitoring and evaluation will be applied with implementing partners to enhance national ownership, accountability and effective delivery. The CPAP M&E framework will serve as the key monitoring tool for the CPAP. Output indicators will be tracked at least on a quarterly basis, while outcome indicators will be updated on annual basis where possible. Reporting will gradually be harmonized and aligned with other development partners and agreed upon by the government in the spirit of the Rome and Paris Declarations.

7.4. Analysis of progress reported in the Millennium Development Goals Report in Pakistan will serve as the primary means for reporting on One Programme activities, complemented by the Annual Report and Work plan of the Resident Coordinator. A linkage will be established between the indicators used to measure One Programme outputs and the contribution of these outputs to the achievement of the outcomes and MDGs.

7.5. Selected UNDP Country Programme outcomes will be evaluated during the cycle through outcome evaluation, as much as possible carried out as joint evaluations. To the extent possible, evaluations and reviews will be conducted jointly with government and development partners to provide feedback and guidance on management of the process, results and outcomes. They will also ensure that the United Nations efforts remain focused on national priorities, that achievements and lessons learnt are recognized and capitalized to further contribute to the sustainable development of the country. The Evaluation Plan is outlined in Annex III.

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<sup>1</sup> For more details, please refer to [Cash Transfer Framework](#).

7.6. Implementing partners agree to cooperate with UNDP for monitoring all activities supported through HACT and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

- (a) periodic on-site reviews and spot checks of their financial records by UNDP or its representatives;
- (b) programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring; and,
- (c) special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired) will establish an annual audit plan.

7.7. Audits will be commissioned by UNDP and undertaken by private audit services.

7.8. Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

### **PART VIII. COMMITMENTS OF UNDP**

8.1. The implementation of CPAP 2011-2012 is estimated to cost USD 179.2 million. UNDP regular resource allocation (TRAC 1) for the country programme is USD 16 million. In cooperation with EAD, UNDP aims at mobilizing the budget gap as non-core resources, subject to the common interest and support of donor partners and funds. These resource allocations include the resources required to implement flood response early recovery program, but do not factor in any future emergency related funding needs that may be required during the CPAP period. These resource allocations will be utilized for policy advice, technical assistance, capacity building, systems development and knowledge generation and sharing.

8.2. UNDP will ensure coherence between the CPAP/AWP, UN One Programme results matrix and MDGs, including M&E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.

8.3. In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and disburse funds to the Implementing Partner within thirty days.

8.4. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within thirty days.

8.5. UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

8.6. Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

### **PART IX. COMMITMENTS OF THE GOVERNMENT**

9.1. The Government will honour its commitments in accordance with the provisions of the Special Fund Agreement (SFA) of 25 February 1960. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property,

funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP.

9.2. In case of government cost-sharing through the CPAP:

- (a) The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the CPAP may be reduced, suspended or terminated by UNDP.
- (b) The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of CPAP delivery.
- (c) UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- (d) All financial accounts and statements shall be expressed in United States dollars.
- (e) If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
- (f) If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [e] above is not forthcoming from the Government or other sources, the assistance to be provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.
- (g) Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures
- (h) In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
- (i) The aggregate of the amounts budgeted for the CPAP, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the CPAP under this agreement.
- (j) Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
- (k) The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP

9.3. Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of

the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.

9.4. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the AWP, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

9.5. Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.

9.6. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

9.7. In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

9.8. To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- (a) all financial records which establish the transactional record of the cash transfers provided by UNDP; and,
- (b) all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

9.9. The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore:

- (a) Receive and review the audit report issued by the auditors.
- (b) Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash.
- (c) Undertake timely actions to address the accepted audit recommendations.
- (d) Report on the actions taken to implement accepted recommendations to the UN agencies on a quarterly basis.

## **PART X. OTHER PROVISIONS**

10.1. This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force for a period of two years.

10.2. The following other provisions apply to the agreement between the Government and UNDP on the CPAP:

- (a) The CPAP may be modified by mutual consent of the Government and UNDP as and when needed.
- (b) Nothing in this CPAP shall in any way be construed to waive the protection of the UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 22 November 2011 in Islamabad, Pakistan.

For the Government of Pakistan

For UNDP

Signed



Mr. Abdul Wajid Rana  
Secretary  
Economic Affairs Division  
Ministry of Finance, Economic Affairs & Statistics  
Government of Pakistan

Signed



Mr. Toshihiro Tanaka  
Country Director  
United Nations Development Programme  
Pakistan

**ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK**

Joint Programme	Expected Outcomes	Expected Outputs	Annualized Output Targets and Indicators	Implementing Partners	Indicative Resources (per year, USD '000)		
Expected UNDAF Outcome #1: Establish a just and sustainable economic system for reducing poverty and achieving Millennium Development Goals.							
Joint Programme Agriculture, Rural Development and Poverty Reduction of the One UN Programme	Outcome 1: Strengthened national capacities to develop, monitor and implement policies and programmes at the national and local levels for contributing towards inclusive growth, the reduction of social and economic inequality, timely recovery from the ongoing impacts of crisis, and the attainment of MDGs Indicators: 1.1. Devolved structures and processes for inclusive growth, poverty planning, research and monitoring are operational underpinned by the MDGs 1.2. Increase in income and access to productive assets by the poor,	Output 1.1: Devolved Structures established and strengthened for the implementation of New Growth Framework, MDG based poverty planning, research and monitoring  Output 1.2: Assets built and incomes increased of the poor and vulnerable groups, particularly women.  Output 1.3: Design	Targets: 1.1. (a) Support provided to the Government in the implementation of New Growth Framework (b)Indices of Multiple Deprivations constructed for four provinces (c) Poverty and social impact analysis in one of the economic sectors mentioned in PRSP II completed (d) Provincial MDG progress report prepared by the Govt. with UNDP's support. 1.2. (a) Enhanced income-earning skills of at least 2,000 women and 2,000 men in the target areas (b) 30,000 acres of unproductive land converted into productive assets (c) Water availability, especially for agriculture, in the target areas increased by at least 10% (d) 1,000 women economically empowered through the availability of productive assets, especially livestock) (e) Livelihoods of 7,000 flood affected populations revived	Local Government & Rural Development departments  Planning Commission, Ministry of Finance, Provincial Planning & Development Departments  Pakistan Ready Made Garments Manufacturers & Exporters (PRGMEA) and Government College University Faisalabad  Agriculture Department, Government of Punjab	<b>2011</b>	<b>2012</b>	<b>Total</b>
					Core Resources		
					2,950	2,000	4,950
					Non-Core Resources		
					6,050	8,000	14,050
					ER Resources		
					2,602	614	3,216
Total							

**ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK**

	<p>especially women 1.3. Devolved protection and dispute-resolution systems promoted and strengthened</p>	<p>and pilot initiatives to protect the rights of vulnerable groups</p>	<p>1.3. (a) An Employment Guarantee Scheme designed in partnership with at least one provincial government (b) 200 new Musalihat Anjumans constituted as a mechanism to promote social cohesion and harmony</p> <p>Indicators: 1.1. (a) UNDP supported CPRSPD transformed into an Inclusive Growth Centre (b) Province wise Indices of Multiple Deprivations constructed (c) Poverty and social impact analysis in one of the economic sectors mentioned in PRSP II (d) MDG progress reports prepared with UNDP support 1.2. (a) Enhanced income-earning skills and opportunities for men and women (b) Productive assets created for the poor 1.3. (a) Initiative on employment guarantee for the vulnerable populations designed (b) Communities empowered to promote social cohesion and harmony</p>	<p>Pakistan Dairy Association (PDA) / NGO  Civil Society Organizations</p>	<p>11,602</p>	<p>10,614</p>	<p>22,216</p>
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**ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK**

Joint Programme	Expected Outcomes	Expected Outputs	Annualized Output Targets and Indicators	Implementing Partners	Indicative Resources (per year, USD '000)		
Intended UNDAF Outcome # 2: National capacities and systems in disaster risk management strengthened to reduce the impact of disasters on the poor and most vulnerable and promote peace-building and social cohesion, facilitate rule of law, early recovery and the Refugee Affected and Hosting Areas.							
Joint Programme Disaster Management of the One UN Programme	Outcome 2: Improved ability to manage consequences of crises and disasters Indicators: 2.1. (a) Disaster response mechanisms integrated at federal government and 4 provincial level governments (b) No. of disaster response mechanisms enforced at federal and provincial level (c) No. of district disaster response plans with ownership by government 2.2. No. of district communities in Pakistan capacitated to cope with crises.	Output 2.1: Disaster Risk Reduction mainstreamed in development planning  Output 2.2: Disaster Risk Reduction and Management capacity strengthened at district and community level. (20 districts).  Output 2.3: Improved access of crisis, conflict and refugee affected	Targets: 2.1. Two provincial level plans have disaster risk reduction mainstreamed and is being implemented effectively at the provincial level 2.2. 20 districts with established and operational local-level facilities for disaster response and preparedness and reconstruction and rehabilitation; and 2 districts with climate risk management measures adopted 2.3. At least 100,000 women and men accessing socio-economic services for post-crisis early recovery and rehabilitation.  Indicators: 2.1. Government adopts Disaster Risk Reduction mechanisms in urban and rural development planning. 2.2. No. of districts with established and operational local-level facilities for disaster response and preparedness and # of districts with climate risk management measures (control rooms, search and	ERRA, NDMA, PDMAs, PaRRSA  Planning and Development Department  FATA Disaster Management Authority, FATA Secretariat  Rescue 1122  District Authorities  Social Welfare Departments  Forest Departments of KP and AJK	<b>2011</b>	<b>2012</b>	<b>Total</b>
					Core Resources		
					1,050	2,000	3,050
					Non-Core Resources		
					22,000	17,000	39,000
					ER Resources		
					11,899		11,899
					Total		

**ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK**

		<p>communities to socioeconomic services for recovery and rehabilitation</p>	<p>rescue teams emergency/trauma care centres/slops stabilization, glacier-lake outburst, floods/rehabilitation of the victims with disabilities)                  2.3. % increase in women and men accessing socioeconomic services for post-crisis recovery and rehabilitation                  2.4. Community restoration cluster/early recovery group providing a coordination mechanism with the government partners.                  Targets:                  2.1. Two provincial level plans have disaster risk reduction mainstreamed and is being implemented effectively at the provincial level                  2.2. 20 districts with established and operational local-level facilities for disaster response and preparedness and reconstruction and rehabilitation; and 2 districts with climate risk management measures adopted                  2.3. At least 100,000 women and men accessing socio-economic services for post-crisis early recovery and rehabilitation.</p>	<p>Community restoration cluster member NGO partners</p>	<p>34,949</p>	<p>19,000</p>	<p>53,949</p>
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**ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK**

Joint Programme	Expected Outcomes	Expected Outputs	Annualized Output Targets and Indicators	Implementing Partners	Indicative Resources (per year, USD '000)		
<b>Intended UNDAF Outcome 3: Enhanced capacity of local Government for policy formulation and management.</b>							
Joint programme of education, health, agriculture, rural development and poverty reduction of the One UN Programme	<b>Outcome 3:</b> Governing institutions, systems and processes strengthened for effective, accountable and responsive governance at all levels <b>Indicators:</b> 3.1. No. and type of new and existing mechanisms for coordination (including aid coordination) and outreach reinforced within the governing institutions 3.2. No. of recommendations for internal organizational/vertical structures and horizontal linkages	<b>Output 3.1:</b> Core governing institutions of representation, participation and accountability at the national, regional and local levels strengthened and sensitized to enhance better delivery  <b>Output 3.2:</b> Public sector capacities at national,	<b>Targets:</b> 3.1. (a) 8 committee reports produced; Proposals/ amendments to 3 draft laws (b) Local government processes aligned for greater transparency in a minimum of 4 districts; 8 local government procedures and processes aligned to ensure community participation (c) 4 justice sector institutions better equipped and capacitated in at least 2 districts 3.2. (a) Foreign assistance policy framework developed; 5 EAD policy wings strengthened for data validation, surveys, and portfolio reviews (b) 4 provincial technical research centres established to compile relevant data to inform planning processes; 150 Union Public Safety Committees, 150 Coordination and Support Committees, and 450 of Village and Neighbourhood Committees established 3.3. (a) 2% increase in citizen satisfaction with social service provision, including education, health,	Council of Common Interest  18 <sup>th</sup> Amendment Implementation Committees  Parliamentary Committees on: Foreign Affairs, Finance, Law and Human Rights, Women Development, Government Assurances Committee, Least Developed Area Parliament of Pakistan Federal Ombudsman EAD Auditor General's Office Election Commission of	<b>2011</b>	<b>2012</b>	<b>Total</b>
					<b>Core Resources</b>		
					1,958	2,000	3,958
					<b>Non-Core Resources</b>		
					7,000	8,000	15,000
					<b>ER Resources</b>		
					4283	3,604	7,887
<b>Total</b>							

**ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK**

	<p>of Ministries (national and departments (local level) implemented 3.3. No. of channels for civic engagement operationalized for national and local governance in legislation and strategies/policy documents.</p>	<p>provincial and local levels strengthened  Output 3.3: Enhanced mechanisms for articulating citizens' demands and enabling them to access services and rights</p>	<p>municipal services, policing and justice (b) 93 districts enabled to engage with government departments, CSOs and police to report and prevent violence against women (VAW) and abuse (c) 50% increase in the use of free legal services by marginalized business and at least 1000 beneficiaries from free legal aid services <b>Indicators:</b> 3.1. (a) Improved performance through no. of committee reports produced; No. of proposals/ amendments to draft laws (b) No. of elections and local government procedures and processes aligned to ensure community participation and increased transparency (c) no of justice sector institutions better equipped and capacitated 3.2. (a) EAD policy wings strengthened for aid effectiveness (b) No. of provincial technical research centres established; No. of Union Public Safety Committees; No. of Coordination and Support Committees; and No. of Village and Neighbourhood councils established 3.3. (a) % increase in citizen satisfaction with social service provision (b) No. of districts enabled to engage with government departments, CSOs and police to report and prevent violence against women (VAW) and abuse (c) % increase in marginalized business and other vulnerable groups including women provided with free legal services</p>	<p>Pakistan Ministry of Human Rights Ministry of Narcotics Control Ministry of Information and Broadcasting Devolution Trust for Community Empowerment Planning &amp; Dev Dept, Govt of Baluchistan, Sindh and KPK Local Govt Depart, Govts. of Punjab and Balochistan Small and Medium Enterprise Development Authority Civil Society Organizations Provincial Governments Provincial Police Departments Provincial Assemblies Media Press Clubs and Bar Associations</p>	<p>13,241</p>	<p>13,604</p>	<p>26,845</p>
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**ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK**

Joint Programme	Expected Outcomes	Expected Outputs	Annualized Output Targets and Indicators	Implementing Partners	Indicative Resources (per year, USD '000)		
Intended UNDAF Outcome 4: Improved living conditions through environmental management for sustainable development.							
Joint programme on environment of the One United Nations Programme	<p>Outcome 4.1: Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges.</p> <p>Outcome 4.2: Environment mainstreamed across the development sector plans and programmes</p> <p>Indicators: 4.1. (a) No. of action plans developed and implemented (b) No. of new environmental initiatives undertaken 4.2. (a) No. of development programmes with environmental interventions incorporated (b) No.</p>	<p>Output 4.1: Strengthening systems for monitoring multilateral environmental obligations and national standards.</p> <p>Output 4.1.2: Communities equipped to plan sustainable mgt of diverse ecosystems of global significance.</p> <p>Output 4.2.1: Energy efficiency and renewable energy</p>	<p>Targets: 4.1.1. (a) The environmental management and information system established for better and informed decision making by the policy makers (b) 200 of trained/qualified professionals increased in the relevant agencies; Environmental Management system being utilized for informed decision making by the policy makers. 4.1.2. (a) 250 women and men communities based organizations established and functional (b) Conservation initiatives adopted and replicated at the local government and community level in four ecological zones (c) At least 2000 households at the community level involved and benefited from conservation initiatives 4.2.1. (a) Energy efficiency standards for two electrical appliances introduced and 4000 household benefited from renewable energy at community level (b) Capacity of two local government and community enhanced at the local level for adaptation measures (c) Community based climate</p>	<p>Ministry of Environment, Planning Commission, GCISC</p> <p>Ministry of Science and Technology</p> <p>Provincial Planning and Development Departments Provincial Environmental Protection Agencies, Forest and Wildlife deptts,</p> <p>Pakistan Alternative Energy Development Board</p> <p>Meteorological Department</p> <p>Government of Balochistan</p>	<b>2011</b>	<b>2012</b>	<b>Total</b>
					Core Resources		
					1,946	2,000	3,946
					Non-Core Resources		
					7,000	8,000	15,000
					ER Resources		
					2,000		2,000
					Total		

**ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK**

	<p>and type of livelihood programmes addressing climate change issues at the local level</p>	<p>practices demonstrated and capacities developed for climate change adaptation.</p> <p>Output 4.2.2: Flexible arrangements in place for environmental mainstreaming in post-disaster situations</p>	<p>change adaptation measures established and functional in one village</p> <p>4.2.2. Environmental aspects mainstreamed in the early recovery plan of at least five districts.</p> <p><b>Indicators:</b></p> <p>4.1.1. (a) Environmental Information Management system established at federal and provincial levels (b) Institutional capacity of the environmental agencies enhanced at provincial level in at least two provinces</p> <p>4.1.2. Women and men communities based organizations established and made functional; community level Natural Resource Management practices implemented in four ecosystems</p> <p>4.2.1. (a) Energy efficiency promoted at national and local level and climate change adaptation measures enhanced (b) Enhanced capacity at the local level for climate change adaptation measures</p> <p>4.2.2. Number of environment interventions mainstreamed in the relief &amp; early recovery programmes covering crisis or post-disaster areas.</p>	<p>Civil society: WWF IUCN, Aga Khan Development Network, LEAD, Programme for Mountain Areas Conservation, other national level NGOs, grass roots level CBOs, Academia, research organisations and media District and local Governments and urban municipalities in project areas</p> <p>ENERCON Local Manufacturing Industries</p> <p>NDMA, PDMAs</p>	<p>10,946</p>	<p>10,000</p>	<p>20,946</p>
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**ANNEX I: CPAP RESULTS AND RESOURCES FRAMEWORK**

Joint Programme	Expected Outcomes	Expected Outputs	Annualized Output Targets and Indicators	Implementing Partners	Indicative Resources (per year, USD '000)				
Intended UNDAF Outcome # 5: Early recovery and restoration of flood affected communities in Pakistan.					Regular Resources				
<p>Outcome 5: By 2012, flood-affected communities are equipped with capacity to recover from the impact of the floods</p> <p>Indicators: 5.1. Communities in high risk areas empowered with resources and capacities to respond to and recover from disasters 5.2: Enabling environment for sustainable return, improved harmony and security and enhanced livelihoods opportunities for men, women and youth and vulnerable groups in the crisis affected areas 5.3. Social cohesion through community development leading to improved livelihoods for the Refugee Affected areas</p>	<p>Output 5.1: Capacities of local institutions and flood-affected communities for recovery and protection of rights restored</p> <p>Output 5.2: Livelihoods of vulnerable flood affected people stabilized and restored.</p> <p>Output 5.3: Basic and Critical Community infrastructure and services restored.</p>	<p>Targets: 1.1 Critical local public administration offices repaired and re-equipped in flood affected districts 1.2 Formal and informal mechanisms established to restore access to justice and protection of citizens' rights, in particular the most vulnerable 2.1 Temporary employment schemes established in flood affected districts 2.2 Agricultural support schemes established in the flood affected communities 2.3 Small business development financial support schemes established in the flood affected area 2.4 Critical and priority community infrastructures schemes restored in flood-affected communities 2.5 Community DRM mitigation and mechanism res restored provision of disaster-resistant and energy-efficient low-cost housing, and restoring access to (alternative) energy sources</p> <p>Indicators: 1.1 % and number of damaged public offices/facilities rehabilitated 1.2 Number of operating Musalihat Anjumans/jirgas for dispensing alternative dispute resolution to flood affected peoples established in flood affected districts 1.3 Number One-Window Operations (OWO) services established and operational in flood affected districts 1.4 Number citizen protection desks at local courts and bar associations established 2.1 Number of people benefiting from temporary employment schemes works (disaggregated by sex); 2.2 % of farmers having received agricultural inputs for plantings 2.3 Number of profitable small businesses established 3.1 % of the critical and prioritize community infrastructures schemes completed 3.2 % of communities equipped with adequate capacity to mitigate natural disaster risks.</p>	<p>Existing implementing partners, including federal and provincial government ministries/departments/agencies</p> <p>Non-governmental organisations</p> <p>UNDP direct implementation</p>	<b>2011</b>	<b>2012</b>	<b>Total</b>			
				Core Resources					
				Non-Core Resources					
					55,248		55,248		
				Total					
					55,248		55,248		

## ANNEX II: EVALUATION PLAN

Evaluation Title	Partners (Joint Evaluation)	Strategic Plan Results Area	CPD/C PAP Outcome	Planned Completion Date	Key Evaluation Stakeholders	Source of Funding for Evaluation	Mandatory Evaluation (Y/N)
<b>Outcome Evaluations</b>							
Outcome Evaluation of the Poverty Reduction Programme	N/A	Poverty Reduction & MDGs	1	Jan-12	Economic Affairs Division, Ministry/Departments of Planning and Development, Local Government & Rural Development, donors, Communities, UNDP	Project budget	No
Evaluation: Energy and Environment Portfolio	Ministry of Environment	Environment and Climate Change	2	Jan-12	Economic Affairs Division, Ministry of Environment, NGOs, donors, communities, UNDP	Project budget	No
<b>Project</b>							
Institutional Assessment - Poverty Reduction Strategy (PRS) Monitoring	Ministry of Finance	MDG based Poverty Reduction	1	Sep 2011	Economic Affairs Division, Ministry of Finance, Planning & Development Departments, UNDP	Project budget	Yes
Mid-Term Evaluation - Gender Justice Through Muslihat e Anjuman (GJTMA)	Ministry of Local Government & Rural Development	MDG based Poverty Reduction	1	Jun-11	Economic Affairs Division, Ministry/Departments of Local Government & Rural Development, donors, UNDP	Project budget	Yes
Institutional Assessment - Center for Poverty Reduction and Social Policy Development	1. World Bank 2. Planning Commission	MDG based Poverty Reduction	1	Aug 11	Economic Affairs Division, Planning Commission, donors, UNDP	Project budget	Yes
Project Terminal Evaluation - Sustainable Land Management Project	TBD	Environment & Climate Change	4	Nov-11	Economic Affairs Division. Ministry of Environment, Donors, UNDP	TBD	Yes
Project Terminal Evaluation - Mass Awareness for water conservation and Development	TBD	Environment & Climate Change	4	Jul 11	Economic Affairs Division, Ministry of Environment, donors, UNDP	TBD	Yes
Project Terminal Evaluation - Establishment of National Environmental Management System (NEIMS)	TBD	Environment & Climate Change	4	Nov-11	Economic Affairs Division, Ministry of Environment, UNDP	TBD	Yes

Evaluation Title	Partners (Joint Evaluation)	Strategic Plan Results Area	CPD/C PAP Outcome	Planned Completion Date	Key Evaluation Stakeholders	Source of Funding for Evaluation	Mandatory Evaluation (Y/N)
Project Terminal Evaluation - Mainstreaming Biodiversity Conservation into Production System in Junipers Forests Ecosystem	TBD	Environment & Climate Change	4	Mar-12	Economic Affairs Division, Balochistan Forest Department, IUCN, Donors, UNDP	TBD	Yes
Project Evaluation - Strengthening Public Grievances Redress Mechanism (SPGRM)	TBD	Democratic Governance	3	Dec – 11	Economic Affairs Division. Federal Ombudsman Office, UNDP	TBD	No
Sustainable Development through Peace Building, Governance and Economic Recovery in Khyber Pakhtunkhwa Project	TBD	Crisis Prevention & Recovery	2	Jul 11	Provincial Disaster Management Authority, CSOs, donors, UNDP	Project funds	No
Refugee Affected and Hosted Area (RAHA) Programme	TBD	Crisis Prevention and Recovery	2	June-11	Economic Affairs Division, UN Agencies, donors, NGOs, UNDP	Project	Yes
National Capacity Building Project for Programme Development and Implementation (NATCAP) Phase II	TBD	Democratic Governance	3	Oct-11	Economic Affairs Division, UNDP	Project	Np
Other Evaluations							
Internal Review: One UN Joint Programme on Agriculture, Rural Development and Poverty	All Participating UN agencies	N/A	1, 3	Oct-11	Relevant Government Departments, UN organizations	Relevant UN agencies	No
Mid-Term Review: One UN Joint Programme on Environment	All Participating UN agencies	N/A	4	Jun-11	Relevant Government Departments, UN organizations	Relevant UN agencies	No
Mid-Term Review: One UN Joint Programme Component RAHA	All Participating UN agencies	N/A	2	May-11	Relevant Government Departments, UN organizations	Relevant UN agencies	No

Evaluation Title	Partners (Joint Evaluation)	Strategic Plan Results Area	CPD/C PAP Outcome	Planned Completion Date	Key Evaluation Stakeholders	Source of Funding for Evaluation	Mandatory Evaluation (Y/N)
Review: One UN Joint Programme Component One UN DRM	All Participating UN agencies	N/A	2	Oct-11	NDMA, Donors, UN organizations	Relevant UN agencies	No