



# UNDP PAKISTAN - Annual Report 2011



UNITED NATIONS DEVELOPMENT PROGRAMME

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UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.

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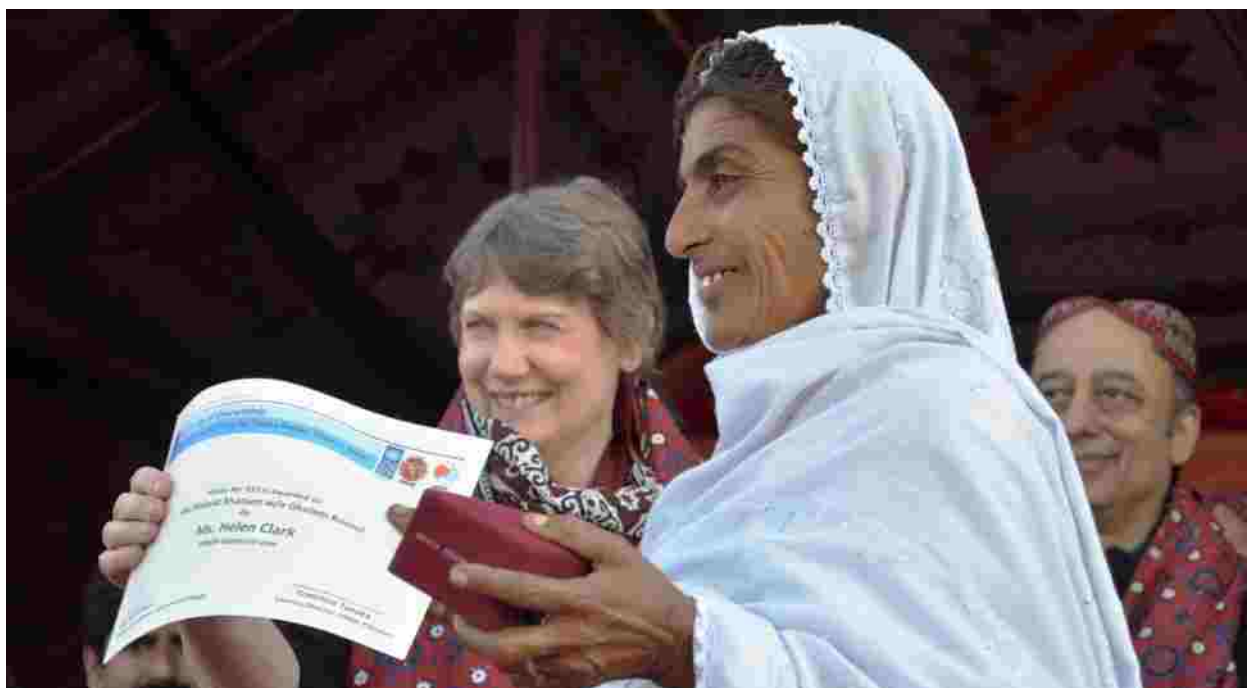
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*UNDP Administrator Helen Clark distributed certificates of ownership to the owners of new homes that were constructed with UNDP's support in Sindh.*

## UNDP - PAKISTAN

United Nations Development Programme (UNDP) Pakistan is a leading international development agency that helps Pakistan achieve its own development objectives as well as internationally agreed goals in line with national priorities such as the Millennium Development Goals (MDGs). Through our work, we empower lives and build resilient communities that are capable of withstanding crises, inclusive growth and human development.

UNDP promotes transformational change by fostering strategic partnerships with national counterparts in the federal, provincial and regional governments, civil society and the local and international community. UNDP has been helping to coordinate activities in Pakistan on behalf of the UN's development system since the 1960s. Our long-standing, neutral presence in the country is the platform upon which we build trust, forge constructive relationships and devise practical integrated responses with national and local partners, making us ideally positioned to take the lead not only in building capacities for sustained development for all but also in responding to emerging development needs.

To achieve these aims as well as the cross-cutting objectives of enhanced aid effectiveness and gender equality, UNDP Pakistan focuses its work in four thematic areas: poverty reduction and MDGs; democratic governance; environment and climate change; and crisis prevention and recovery.

In 2011, UNDP Pakistan continued to work hard to deliver on its commitments to the people and Government of Pakistan. Reiterating our pledge to the MDGs, UNDP helped Pakistan's four provincial governments prepare provincial MDG reports. In July 2011, we organized with the Government the International Conference on Framework for Economic Growth, Pakistan, which attracted internationally renowned development specialists and notable dignitaries, including Ajay Chhibber, Assistant Secretary-General, UN, and UNDP Regional Director for Asia and the Pacific.

We facilitated the provision of gender justice and protection services to nearly 60,000 women across the country. Over 8,000 households received energy efficient cooking and heating equipment as part of our ongoing environmental initiatives. In Malakand, UNDP

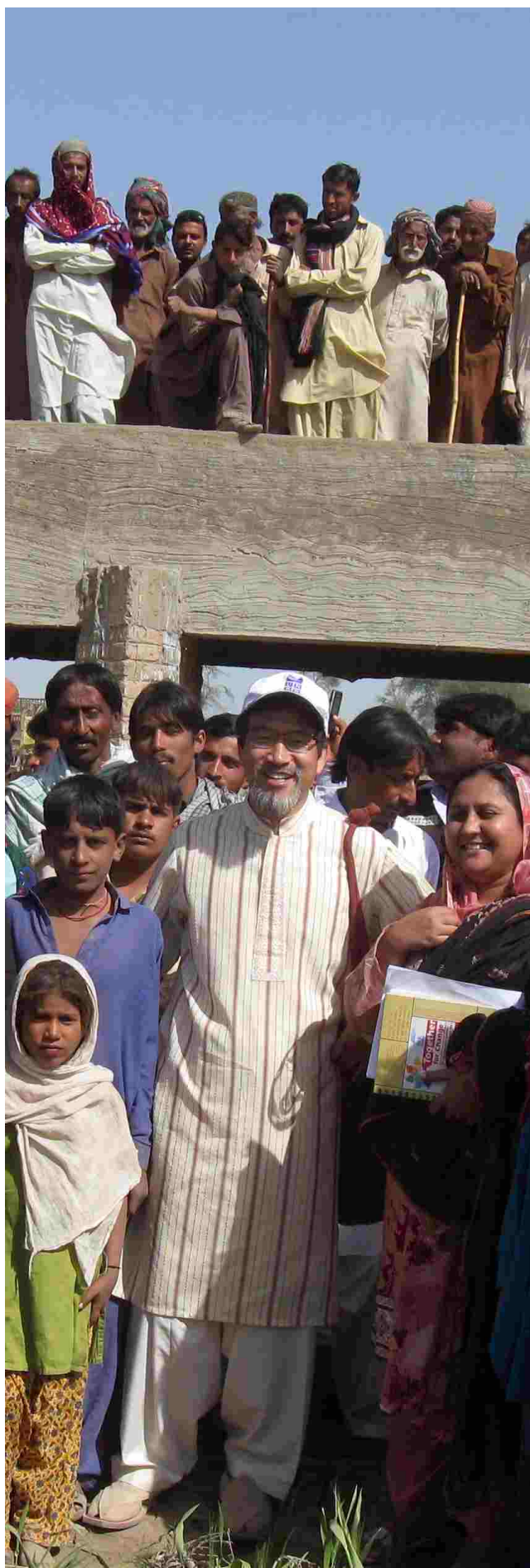


strengthened peace and development through livelihoods and cash-for-work programmes, community infrastructure rehabilitation and social cohesion and peacebuilding activities. More than 4.8 million people in 3,811 villages affected by the 2010 floods benefited from Early Recovery Programme activities and in 2011 we helped Pakistan respond to a second consecutive year of severe monsoon flooding, which was particularly devastating to the people of Sindh province.

In 2012, UNDP Pakistan will support the transition from humanitarian to development work in disaster and crisis-affected areas, while continuing our focus on building resilience, inclusive growth, sustainable development and accelerating the MDGs. The passage of the 18th Amendment of the Constitution of Pakistan in 2011 will require UNDP Pakistan to adapt our activities to provide policy support, capacity development and coordination activities at both the federal and provincial levels as revenue and service delivery responsibilities are devolved from the national level to provincial governments.

Deepening our collaboration with provincial partners will spark synergies that will ensure better project coherence. Pakistan is one of eight countries piloting the One UN Programme that aims to provide development assistance in a more coordinated way. UNDP Pakistan will continue to take an active role in the programme, taking the lead in three strategic priority areas – democratic governance; inclusive growth and the MDGs; and disaster risk management and climate change. Finally, UNDP will continue to leverage its comparative strengths by working through its global, national and local networks to link ideas and best practices to develop localized solutions that support transformative change in Pakistan's development status.

  
Toshitiro Tanaka  
Country Director



## MISSION STATEMENT, VALUES AND PRINCIPLES

UNDP Pakistan is part of the UN's global development network that advocates for change and connects countries to knowledge, experience and resources to help build better lives. Globally, the UNDP currently is collaborating with 177 countries and territories and a wide range of partners to develop local capacity and enable customized solutions that best meet development challenges.

The work of UNDP Pakistan focuses on four thematic areas:

- Democratic Governance
- Poverty Reduction & MDGs
- Crisis Prevention & Recovery
- Environment & Climate Change

UNDP Pakistan helps attract and use aid effectively while promoting the protection of human rights, capacity development and the empowerment of women. As a publicly funded organization, UNDP Pakistan is committed to holding ourselves to the highest standards of accountability, transparency and integrity in the monitoring and evaluation of our programmes as well as our human resources, procurement and financial management procedures. We expect the same of our partners.

UNDP Pakistan integrates security planning into our programme development and project planning to ensure not only that all of our staff members are safe and secure, but also that they have access to project sites, particularly in highly volatile areas of the country.



*National Goodwill Ambassador – Hadiqa Kiani extends the UNDP outreach to flood-affecteds on visiting Thatta, Sindh.*

## STRATEGIC OVERVIEW

UNDP Pakistan is strategically positioned to support transformative change in the country, owing to our strong partnerships with national counterparts and donors. In the years ahead, we will continue to closely align and integrate our activities with national priorities to sustain strong national ownership of the UNDP development mandate. Moreover, we expect to deepen our collaboration with key institutions such as the Planning Commission, National Disaster Management Authority, Election Commission of Pakistan, parliamentary committees, provincial governments and environmental institutions, among others.

UNDP will continue to emphasize support of evidence-based policies and legislative work, capacity development and service delivery. But our strategic direction will shift towards policy support and capacity development at the federal and provincial level from 2013 to 2017 to allow us to respond most effectively to emerging trends and challenges as well as the global and regional priorities of the UNDP.

In the coming year, UNDP will leverage opportunities presented by the Government's Framework for Economic Growth, the 18th Constitutional Amendment and ongoing policy reforms to strengthen democratic institutions. We expect to train over half a million public sector election support staff to facilitate a fair and transparent electoral process during the upcoming election cycle. We will help improve provincial strategic planning processes to accelerate growth and development and to reduce inequalities. Our support of ongoing decentralization reforms will assist provinces enhance their capacity to deliver services to their communities. Through disaster management and peace-building initiatives, we will promote resilience and development, particularly in

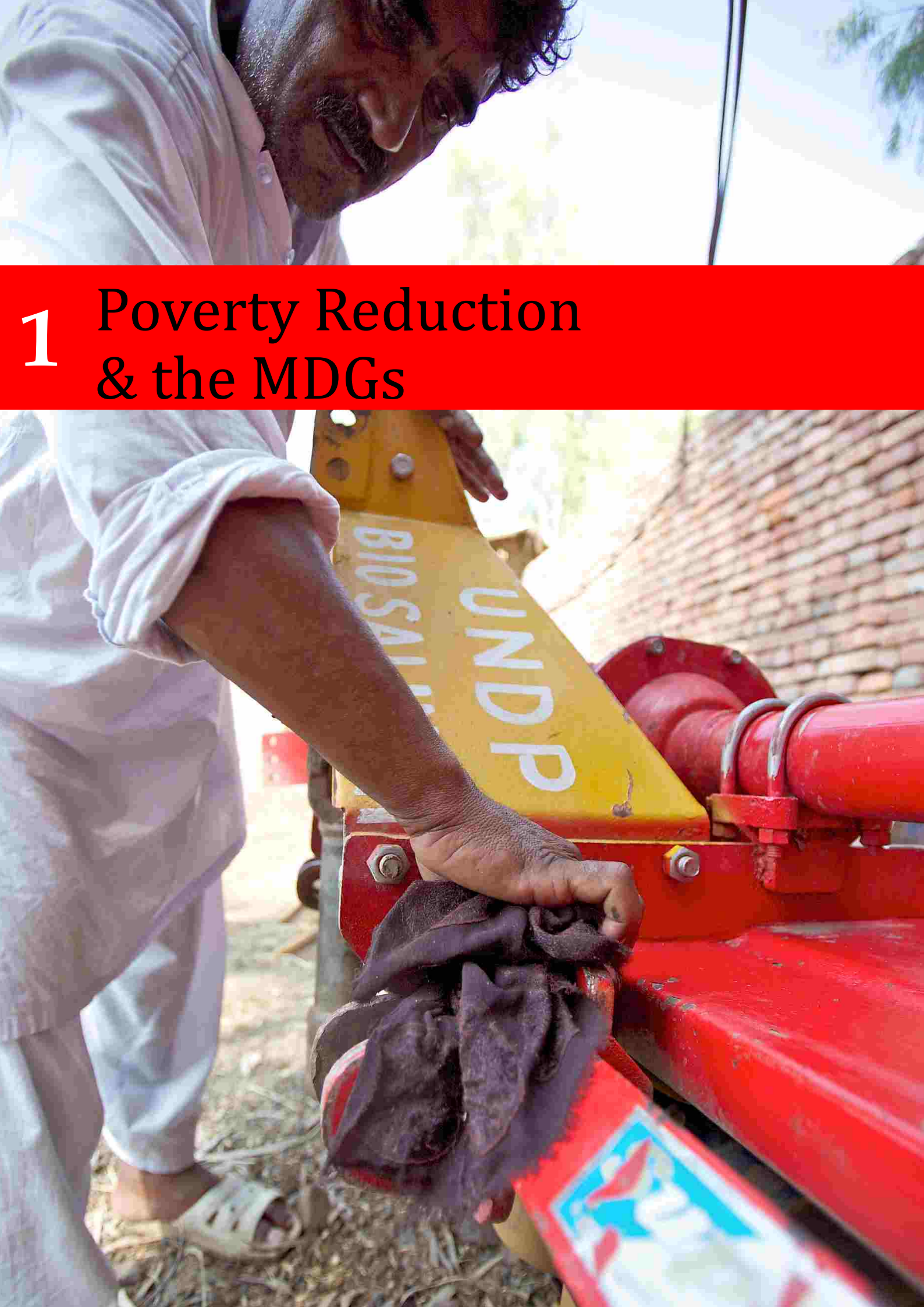
vulnerable and poor areas, including Khyber Pakhtunkhwa, Baluchistan and the Federally Administered Tribal Areas.

UNDP will deepen its partnership with provincial and regional governments, which have greater development mandates after recent constitutional amendments. UNDP plans to establish provincial coordination hubs which will enhance coordination of our activities at the provincial level and create opportunities for more effective collaboration with local authorities. Staff security and business continuity will continue to be high priority concerns, especially as we expand our presence at the provincial level. Greater coordination with local authorities will be critical to our overall security strategy, while ensuring continuity of development activities.



*UNDP supported the complete rehabilitation of villages and livelihoods in district Thatta, Sindh after the 2010 floods*





# 1 Poverty Reduction & the MDGs





*Launching ceremony of the first ever Provincial Millennium Development Goals Report in KP.*

UNDP collaborates with government authorities, the public and private sector and civil society in promoting human development, reducing poverty, addressing economic and social inequality and achieving the MDGs. We develop capacity at the policy level by supporting planning machineries and the implementation of inclusive development strategies. We reach out to marginalized communities through public-private partnerships and community-based initiatives.

In 2011, technical assistance provided to provincial government authorities resulted in the preparation of Pakistan's first-ever Provincial MDG Reports. The reports established baselines on the status of MDGs in Pakistan's four provinces. In light of the 18th Amendment, which decentralizes revenue and service delivery responsibilities to provincial governments, this data will be critical in making informed policy decisions that sensitize to human development.

To accelerate inclusive economic growth and improve national capacity to monitor inequality and poverty, UNDP assisted the Planning Commission of Pakistan prepare and launch a New Economic Growth Framework (NEGF). In July 2011, UNDP and the Planning Commission of Pakistan jointly organized an international conference to brainstorm strategies for inclusive economic growth with some of the world's leading authorities, including Ajay Chhibber, Assistant Secretary-General, UN, and UNDP Regional Director for Asia and the Pacific. UNDP and the Planning Commission cooperated on the establishment of an Inclusive Growth Centre, which will serve as an institutional platform to implement the NEGF. The Inclusive Growth Centre will provide evidence-based policy analysis to promote productivity and innovation, public sector reforms, entrepreneurship and youth and community engagement. The Centre will also analyse human development indicators and facilitate MDG-based development planning, implementation and monitoring.

**285** community organizations formed in Balochistan; 709 community members provided community management Skills.

Supported the development of Provincial MDG reports for the four provinces.

**20** high efficiency irrigation systems installed that improved water and energy conservation by 36%; 20 Kareez schemes rehabilitated and 82 water storage reservoirs created in Balochistan.

**18,046** hectares of degraded land in flood-affected districts in Punjab rehabilitated, lifting at least 50 households out of poverty; 26 community tube wells installed and 535 kitchen gardens strengthened.

UNDP Pakistan carried out several programmes that contributed to our cross-cutting development mandate, particularly poverty and gender inequality. We partnered with the garment and textile industry to generate sustainable garment sector jobs for women in the provinces of Sindh and Punjab. In Balochistan, we helped communities improve agricultural and livestock production, irrigation and watershed management. We

curbed gender violence and improved access to justice by strengthening alternative dispute resolution councils known as Musahlihat-i-Anjumans. In terms of food security and improved livelihoods, UNDP strengthened the capacity of community-based organizations and the Agriculture Department of Punjab to increase farm incomes through the rehabilitation of degraded land.

### Sowing Seeds for Self Reliance

Life had always been a struggle for Imam Bibi. She and her husband both have physical challenges that make it impossible for them to work. The small piece of land they owned in Lalliani, a small village in Pakistan's Punjab province, was barren and they had no other productive assets, family members or social networks to support them. The devastating floods of 2010 only made life more difficult for the couple. Their house collapsed and the inundation of water rusted the community's tube-well.

But through the UNDP Pakistan-supported Community Development Project for Rehabilitation of Salt-Affected and Waterlogged Lands, their prospects changed dramatically. The project's desalination activities gave the couple the tools and knowledge they needed to achieve success, allowing them to rehabilitate their land and plant cash crops on their once fallow land. They used a portion of the earnings from their first harvest to hire help to till their land and procure seeds for subsequent growing seasons, which gave them the self-reliance they had long sought.

Poverty reduction is the primary focus for the project, which is carried out in collaboration with the provincial government. Communities participate in rehabilitating their land through the application of gypsum. Iman Bibi and her husband are just two of the nearly 22,000 people who had benefitted directly from the project as of the end of 2011.



**301** alternative dispute resolution councils formed and revitalized in six flood-affected areas districts of KP and Sindh, which amicably settled 4,452 cases.

**11** Satellite Training Units established in garment factories in Sindh and Punjab; 131 merchandisers and 2,752 workers (70% women) trained and recruited for employment.

**2,520** acres of land cultivated from construction of Water Harvesting Structures and 200 farmers trained on improved irrigation practices.





*Putting all their energies together, the women under Cash-for-Work programme plaster their houses with mud and give them a face lift.*



*Thousands of women empowered through UNDP's support in building capacity of unskilled workers in the garment industry.*

## 2 Democratic Governance







*Orientation workshop for Civil Society on Parliamentary Rules of Procedure and Community System.*

UNDP has played an important role in strengthening democratic governance in Pakistan since 2003 through the provision of technical advice, capacity building and knowledge exchange with key ministries, the judiciary, parliament and the electoral commission. Our efforts are enhancing participatory governance and accountability and improving service delivery. We work strategically to strengthen democratic institutions, processes and systems; improve rule of law and access to justice; and, facilitate aid effectiveness through adherence to the Paris Declaration.

In light of the devolution of authority from the national government mandated by the 18th Constitutional Amendment, UNDP engaged with provincial governments to

identify capacity development needs and requisite reforms in 2011. Through consultations with the Election Commission of Pakistan, we determined the electoral cycle support needed to effectively prepare for and conduct upcoming national and provincial elections.

We strengthened core governance institutions by building the capacity of parliamentary committees at the national level to scrutinize legislation and undertake oversight of the executive. The enhanced capacity of the parliament was confirmed in 2011 by the passage of a variety of bills by the current parliament, including legislation regarding the rights of women and children and constitutional amendments.

Digitization of more than 14,000 decisions of the President of Pakistan on representation cases.

Interactive websites launched for provincial ombudsman of KP and Federal ombudsman for the protection of women.

**4,137** Citizen Community Boards registered through the Devolution Trust for Community Empowerment programme to support bottom-up participatory planning and political representation.

Standard Operating Procedures developed or refined for handling complaints for key federal agencies including electrical supply companies in Islamabad, Peshawar, Lahore and Hyderabad and National Database and Registration Authority.

UNDP launched a Rule of Law Programme in 2011 aimed at ensuring effective and timely delivery of justice to the poor and disadvantaged through support to the country's formal and informal justice systems. We engaged the judiciary, bar councils, police and prosecution, alternate dispute resolution mechanisms, and community organizations in the conflict-affected region of Malakand. UNDP also helped establish business facilitation centres to help small business vendors through a legal empowerment of the poor programme.

A key aspect of UNDP's work in 2011 was reinforcing mechanisms designed to articulate the needs of people to enable them to access basic services and exercise their fundamental rights. UNDP helped the federal ombudsman's office, known as

Wafaqi Mohtasib, expand its public outreach and engagement activities and to improve institutional capacity to receive and redress public complaints concerning service delivery by federal government agencies and projects. We contributed to a sustainable reduction in violence against women through our work on a national action plan to protect women and girls from violence.

UNDP continues to be at the forefront of national efforts to improve aid effectiveness through enhanced donor coordination, policy development and reporting. We helped the Economic Affairs Division of the Ministry of Finance develop and maintain a Development Assistance Database, which contains project level and thematic data on donor contributions and expenditures.



*Orientation on Youth Inclusion & Democracy.*

**58,321** women and girls accessed gender justice and protection services.

**11** training workshops conducted to enhance capacity of parliamentarians, civil society organizations and staff; 6 roundtable and policy dialogues held for Strengthening Democracy through Parliamentary Development programme.

Online Express Mail tracking system launched by Pakistan Post.

Introduced text messaging-based complaints tracking system and interactive voice response system at the Wafaqi Mohtasib.



### Identifying Issues, Advocating for Services

The Social Audit is an accountability tool that has been used globally to gauge public perception about the delivery of government services. Since establishing a baseline upon which to measure the progress of local government accountability and service delivery, the UNDP has conducted landmark Social Audit research in Pakistan thrice – from 2004 to 2005, 2009 to 2010 and most recently from 2011 to 2012.

It was the first audit in Pakistan to use both quantitative and qualitative primary data collected from households across 179 Union Councils. The Social Audit completed from 2011 to 2012 examined the performance and quality of the delivery of public services such as garbage disposal, agriculture, roads, drinking water, electricity, gas, public transport, sewerage and sanitation, health and education. The audit found that the most pressing issues confronting typical Pakistanis include the rising cost of living, unemployment and the ongoing energy crisis.

The Social Audit provides an advocacy platform not only for the UNDP but also for civil society to lobby for improved service delivery. By making these issues the focus of public attention, the Social Audit prompted the government to consider its public service delivery mechanisms and to launch a dialogue on strengthening local governments.

The Social Audit is completed in collaboration with eight public universities and data is gathered with the aim of building capacity and encouraging further academic research. In fact, the Social Audit has spurred numerous PhD and MPhil research projects, which made use of the audit's primary data.



# 3 Crisis Prevention & Recovery







*Mr. Lars-Gunnar Wigemark, EU Ambassador & Mr. Timo Pakala, UNDP Resident Representative sign an agreement for support of the Refugee Affected and Hosting Areas Programme in Balochistan & KP.*

UNDP's work in crisis prevention and recovery is focused on mitigating the effects of natural disasters and conflict prevention through disaster management, rehabilitation and early recovery. Pakistan has experienced recurring disasters in recent years, earthquake in 2005 and two consecutive floods in 2010 and 2011 with militancy in the border areas. As the country attempts to recover from these crises, UNDP provides the critical link between immediate humanitarian efforts and long-term development efforts through early recovery coordination and capacity building of the communities and government counterparts.

UNDP has strengthened national capacities and systems with a focus on disaster risk reduction by creating early warning systems and community-based disaster risk management. In the face of Pakistan's vulnerability to natural calamities, UNDP has focused significant attention on providing policy and institutional support to the disaster management authorities such as National and

Provincial Disaster Management Authorities (NDMA and PDMAs) and Earthquake Reconstruction and Rehabilitation Authority (ERRA). As an overarching theme of our ongoing early recovery efforts, UNDP helped establish sector specific and thematic Early Recovery Working Groups at the federal, provincial and district levels to fill critical coordination gaps and reduce duplication among government departments, nongovernmental organizations, UN agencies and donor partners.

UNDP has been recognized as an important player in promoting sustainable development and strengthening social cohesion in refugee-affected and hosting areas in the districts of Balochistan and Khyber Pakhtunkhwa through livelihoods rehabilitation and economic revitalization, restoration of social services, infrastructure development and social protection of vulnerable communities. Similarly, our interventions in the conflict-affected region of Malakand focused on

**99** community organizations (65 male and 34 female) established in Balochistan and 167 (94 male and 73 female) established in KP and trained in community and leadership management.

**600,000** people benefitted through construction of 118 km of farm-to-market village roads; 370 solar energy panel systems installed providing electricity to 376 households in 17 villages; 26 water supply and sanitation systems installed benefitting nearly 100,000 people.

In KP and Pakistan Administered Kashmir (PAK), 55 landslide sites stabilized providing uninterrupted road access to 5,800 people; 28 water channels repaired, providing access for 11,300 people.

restoring peace and development through livelihood development and cash-for-work programmes; rehabilitation of community infrastructure, including the development of solar water pumps and geysers; and social cohesion and peacebuilding activities. A significant milestone in 2011 was the launch of the Federally Administered Tribal Areas (FATA) Early Recovery programme, which marked the first time for UNDP to work in the remote region of FATA. The project aims to establish a foundation for recovery, peace and development through durable customized solutions for the internally displaced population returning to their homes in FATA. The rights and needs of marginalized groups are at the heart of UNDP crisis prevention and

recovery efforts and a significant portion of social cohesion and peacebuilding initiatives targeted women, youth and children.

We are helping to protect lives, generate incomes and facilitate long-term environmental recovery by improving the capacity of public institutions particularly Environment and Forest Departments in Khyber Pakhtunkhwa and Azad Jammu and Kashmir to manage disaster risks and natural resources through improved slope stabilization and integrated watershed management. The technical support includes to stabilize areas that are prone to landslides and reinforce flood protection structures.



*Refugee affected and hosting areas programme (RAHA), Nowshera, KP.*

**130** community infrastructure rehabilitation projects completed in KP; 235 community organizations for peace and development outreach established; 400 solar water geysers and 102 solar water pumps installed; provision of 13 emergency response kits and 538 sport kits.

**More than**

**70,000** people participated in the "Spirit of Swat" peacebuilding event.

**23,087**

students (7,470 girls and 15,617 boys) benefitted from furniture and equipment provided to 182 new schools in earthquake-affected communities in KP and PAK.



## Bolstering Small Business

As a widow, Hanifa Bibi was already economically deprived prior to the monsoon floods. She managed to support her six children as a tailor, but the flood destroyed her sewing machine, making it impossible for her to provide for her family.

Hanifa was not alone in her struggle. The floods hit Hanifa's home district in Baluchistan province especially hard, pulling a majority of the residents below the national poverty line and making Jaffarabad one of the most vulnerable districts in the country.

She and her children relocated to a camp for internally displaced persons, where UNDP staff identified her as a beneficiary for a project aimed at restoring the livelihoods of flood-affected people. Hanifa received skills enhancement training for tailoring for one month and after completing the course, she was provided with her own sewing machine and tailoring supplies to generate income for her family.

In particular, Hanifa says the training vastly improved her marketing skills. Her understanding of market demand improved, prompting her to raise prices for her products and services and she also broadened her clientele base, which led to an increase in profits. She credits the training with helping her to achieve financial independence and operate a sustainable small enterprise. Today, when she isn't busy in the market, she is encouraging others to create economic opportunities in the village.



# 4 Environment & Climate Change







*This particular snow leopard named Leo was kept in conservation in Gilgit Baltistan, later transferred to Bronx Zoo in New York, USA.*

Environment and climate change are inextricably linked to sustainable development. The poor are disproportionately affected by environmental degradation and lack of access to clean, affordable energy services. Pakistan, in particular, is a country facing significant dangers from the risk caused by climate change. UNDP Pakistan works at the national, provincial and community level to strengthen the ability of the country to address these issues and develop effective programme and policy options to help poor people build sustainable livelihoods.

UNDP also works to strengthen systems for monitoring Pakistan's commitment to its multilateral environmental obligations and national standards. In 2011, we supported the development of national energy efficiency standards, environmental standards, an environmental database and the monitoring of ozone depleting substances under the Montreal Protocol.

UNDP supported several key policy initiatives such as national consultations for Pakistan's contribution to, and role in, the Rio+20 Conference on Sustainable Development. In addition, UNDP facilitated the development of a national climate change policy and the preparation of provincial adaptation and mitigation plans. UNDP also continues to provide support to capacity building measures for national and local institutions for environmental protection and conservation. This was complemented with community-led initiatives for the sustainable management of diverse ecosystems of global significance.

UNDP Pakistan is promoting the use of renewable technologies to reduce dependency on fossil fuels, while supporting energy efficiency and conservation. This included community-led resource management initiatives – off-grid wind and solar energy, and energy efficient cooking and heating – in the northern areas of Pakistan. Over 8,000 households were equipped with energy

Solar equipment - including 400 solar geysers, 5000 solar lanterns, 135 solar street lights and 700 solar household modules - valued at US\$ 1.0 million provided to the communities in the flood affected areas. 10 biogas plants and 25 looms were also installed.

**2,000**

plants to raise fruit orchards provided to model Village Conservation Committees in the Salt Range. An exposure visit of Swat Valley, to observe fruit production, marketing and processing, conducted for 16 farmers and community members.

National consultations held for Pakistan's contribution and role in the Rio+20 Conference. Development of a national climate change policy and the preparation of provincial adaptation and mitigation plans facilitated.

efficient cooking and heating provisions while local manufacturers were trained to carry out repairs.

In order to overcome land degradation and desertification, UNDP piloted projects undertaking sustainable land management

practices in various ecological zones. These projects have been designed to foster sustainable development and poverty alleviation.



*Disaster resistant houses and clean drinking water provided to 2010 flood-affectedees in Sindh.*

Rehabilitation of degraded lands and sustainable management of natural resources on 150,000 hectares of 63 villages was initiated in nine pilot projects to demonstrate Sustainable Land Management practices for combating land degradation and desertification.

**27** training workshops organized under the pilot projects for community activists in the fields of Integrated Natural Resource Management and Sustainable Land Management.

Baseline surveys of coastal areas carried out and facilities provided to implement the Mid-winter Waterfowl Census at head-works and barrages in Punjab.

Economically, ecologically and socially sustainable utilization of Juniper Forest Ecosystem made operational in 4 – 6 selected valleys in Ziarat district.

**3,000** refrigeration servicing technicians trained; mobile workshop developed and handed over to Technical and Vocational Training Authority (TEVTA) of Punjab for training of refrigeration servicing technicians.

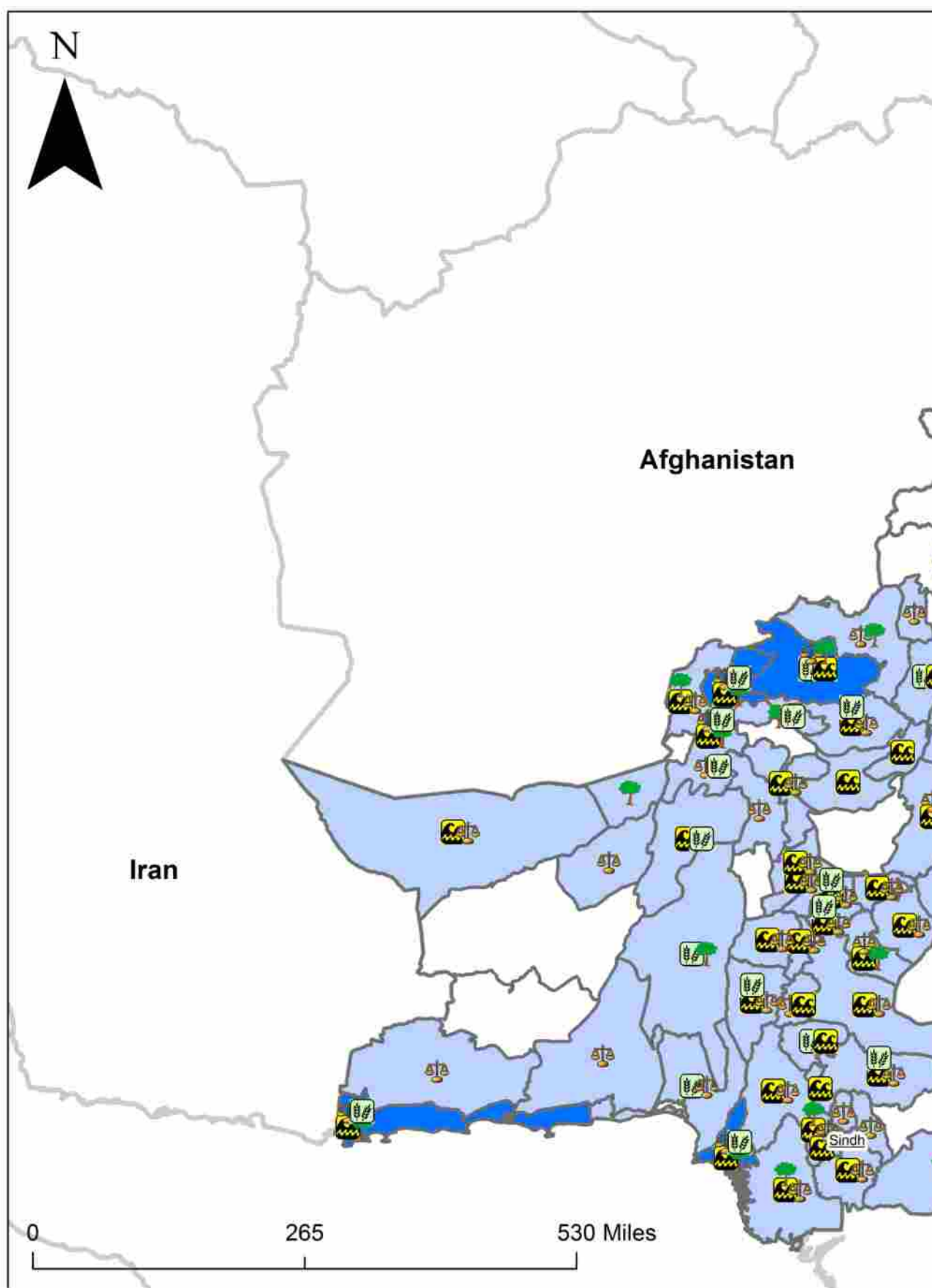


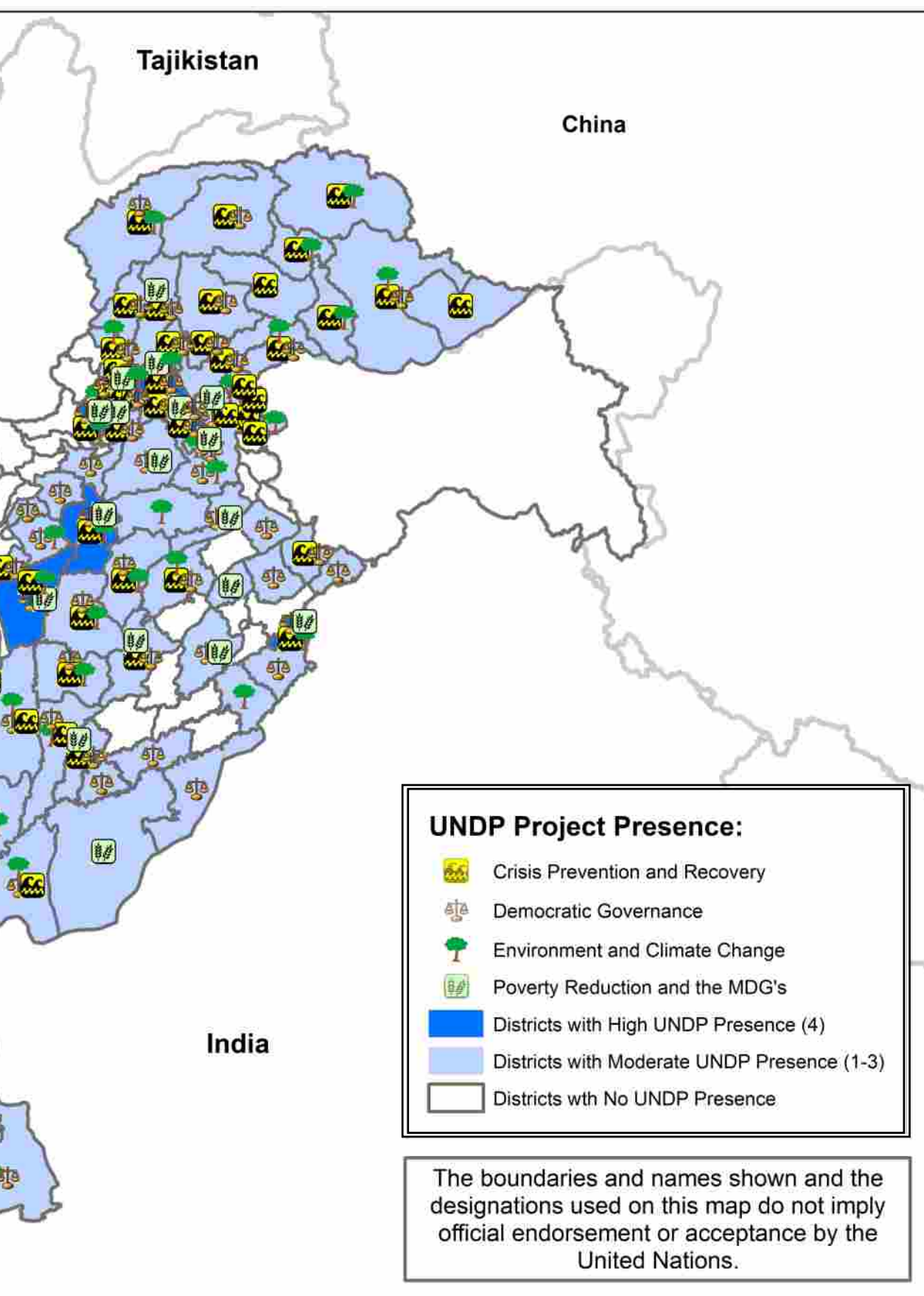
### **Cooking, Keeping Warm & Being Kind to the Environment**

Maryum Bibi was displaced from her village of Ayeenabad on 4 January 2010 by a devastating landslide that “swallowed our houses and property”, she says. The slide created a massive artificial lake over 25 kilometres long that submerged six villages (Shiskat Paeen, Shiskat Centre, Ayeenabad, Gulmit Paeen, Gulkin Paeen and Hussaini Paeen) in the Hunza-Nagar district of Pakistan, a mountainous region where temperatures often fall below freezing.

Maryum and her family sought refuge in a government school, where they lived for five months. “It was cold and overcrowded and life was miserable there”, she recalls. Thankfully, the family managed to live a relatively normal life once they were relocated along with 535 other families into temporary shelters funded by UNDP, she adds. Maryum is grateful for the energy-efficient household supplies that were provided along with the temporary shelter with financial support through the UNDP-Global Environment Facility Promotion of Energy Efficient Cooking, Heating and House Technologies project. She and her family received cooking and heating devices, polyethylene foam for the walls and ceiling and floor insulation, which helped them keep warm and survive the harsh winter in the temporary shelters.









# 5 Early Recovery Programme





*Women reconstructing a well after being trained under UNDP's Cash-for-Work Programme.*

Pakistan faced the worst floods in the history of the country in August 2010 when the monsoon rains inundated approximately one-fifth of the country's landmass, affecting 20 million people. The scope and scale of the humanitarian disaster was unprecedented. Millions of people were displaced and unable to care for their basic needs let alone resume normal lives. Critical needs identified included restoration of basic services, food security, healthcare, provision of shelter, and the establishment of livelihoods.

UNDP responded immediately to the unprecedented devastation by launching a US\$ 120 million Early Recovery Programme (ERP), which aimed at rehabilitating damaged community infrastructure, building houses, creating livelihood opportunities, kick-starting agriculture and strengthening local and national institutions for disaster response and recovery. The ERP has focused on engagement of local partners to support flood-

affected communities in 29 districts, across the four provinces, Gilgit-Baltistan and Kashmir.

The ERP's rehabilitation outreach efforts extended to approximately 4,000 villages and benefited over 5.5 million people. The programme featured an area-based development approach to early recovery with a strong focus on female empowerment and participation. Cash-for-work schemes that were designed primarily to rehabilitate community-based infrastructure such as roads, bridges, culverts, and irrigation canals created temporary employment for 1.2 million people. The programme strengthened the resilience of communities by supporting the formation of more than 10,400 community organizations, whose members received customized training tailored to meet their unique needs for disaster risk management and reduction, which resulted in the establishment of early warning systems and risk mitigation plans.

By strategically targeting the engagement of women, they became more active in community decision-making processes and, for the first time in their lives, now possess a "civil" identity, a prerequisite for exercising their rights.

**5.5 million** people benefited in over 4,000 villages in the most severely-affected districts of KP, Punjab and Sindh from activities aimed at strengthening resilience, rehabilitating communities and restoring livelihoods.

**1.2 million** people given temporary employment through Cash-for-Work schemes to rebuild community-based infrastructure, including 526 km of roads, 380 bridges and 4,012 drinking water facilities.



With local nongovernmental organizations as implementing partners, the ERP supported millions of flood-affected people, restoring livelihood opportunities both on and off the farm. Engagement of women from the flood-affected communities supported behavioral changes that empowered women to take a more active role in the community decision processes. These women now have for the first time in their lives a “civil” identity, which is a prerequisite for exercising their rights.

In keeping with its multi-dimensional theme, ERP initiatives focused on environmental recovery and sustainability. The programme restored 60 micro-hydel power units and established 2,000 biogas plants that provided communities with access to alternate energy. Additionally, solar water pumps, streetlights and heaters were introduced in the affected communities.



## Recovering from the Floods

For centuries, the Indus River had been a source of sustenance for Bahar Shah villagers in Layyah district, who feasted on the hearty bounty provided by the adjacent fertile land. Few imagined that the river would turn into a raging torrent that swallowed up villages in mere seconds, pulverizing homes and destroying livelihoods.

Mukhtiar Hussain lost his house, livestock and all of his belongings in the 2010 flood. He and his family of eight took refuge in a temporary camp and when the water receded enough for them to return to the place where their home once stood, all that remained was the stench of stagnant waters. Bewildered and in despair, Mukhtiar had no idea how they would survive after the floods, which ruined the tube well he relied on to irrigate crops on farmland he rented along with 10 other families in the village.

But then he was asked to join a community organization, established by UNDP to address the challenges of the flood-affected population in his community, which provided him with precisely the forum he needed to rally villagers to repair the tube well with assistance from UNDP.

“My crops will flourish again and life will return to normalcy. I can see the happiness in my children's eye. I am no longer thinking about the floods. I am focused on recovering from my losses”, he said after the tube well was repaired.

**10,400** community organizations formed to build disaster risk management and planning capacity through customized training and advocacy.

**2,000** biogas plants established, providing communities with access to alternate energy. Solar water pumps, streetlights and heaters were provided to affected communities.

**60** micro-hydel power units restored through environmental recovery and sustainability initiatives.

**1.7** million people supported in restoring livelihood opportunities through the development of local businesses and improved agricultural productivity.



*UNDP Retreat 2011, Lahore.*

## INSIDE UNDP

UNDP Pakistan responded to the Good to Great (G2G) agenda for organizational change launched by Helen Clark, UNDP Administrator, by creating its own G2G plan based on needs identified from staff during candid discussions at the country office annual retreat in June 2011. The aim of G2G is to enhance country office performance while creating an environment where staff feels empowered to contribute to the overall development mandate by offering pathways for professional development and human resources management that recognize and reward good performance.

UNDP Pakistan's G2G plan focuses on improving business processes and communication, promoting work-life balance and strengthening opportunities for participatory decision-making, professional learning and career development. The G2G spirit resulted in regular team building meetings, social events such as farewell parties and a first-ever staff cricket tournament. Another important milestone in the G2G initiative was the launch of a youth caucus to play a leading role in mainstreaming youth in UNDP's programmes. To enhance staff capacity, a comprehensive Learning Plan was developed that included

organization of a series of training events and an exclusive lecture series that was kicked off by Dr. Ishrat Hussain, Dean Institute of Business Administration and Former Governor State Bank of Pakistan.

UNDP Pakistan ensures that it upholds the highest standards of service delivery, ethical practices and financial responsibility and we expect the same of all of our partners. We are constantly seeking innovative avenues to improve efficiency and to maximize the effectiveness of how our funds are spent. The CO has developed and implemented a robust monitoring, assurance and evaluation system with follow-up and feedback processes that draw upon observations and analysis from a variety of sources, including progress reports, periodic monitoring missions and project audits, reviews and evaluations. For large projects, such as the Early Recovery Programme, the country office engaged third parties to undertake independent monitoring and financial review of project activities through regular visits to project sites, interview of stakeholders and beneficiaries and reviews of the capacities and financial reporting systems of implementing partners.



## ONE UN - DELIVERING AS ONE

UNDP continued to play a critical role in the One UN Programme in 2011, actively participating in all five of the Delivering as One (DaO) joint programmes and co-chairing joint programmes on environment; agriculture, rural development and poverty reduction; and, disaster risk management. As co-chair, UNDP contributed towards strategic management and oversight of the joint programmes while ensuring results orientation and accountability.

An external team that reviewed One UN's Refugee Affected and Hosting Areas Programme in 2011 described it as one of the DaO's most well designed, truly organic and fully functional joint programmes. In addition to the joint programmes, UNDP collaborated with the World Food Programme on a project to improve agriculture-based livelihoods of the rural poor in Balochistan province. By partnering in a holistic manner, the initiative has helped reduce transaction costs and maximize project effectiveness through complementarities.

UNDP is working with other UN agencies to accelerate the achievement of MDGs as well as governance, environment and climate change related conventions by improving their tracking at the provincial level. As a result of DaO reforms, UNDP has strengthened processes related to the national implementation of projects and more closely aligned our activities with national and provincial priorities, strategies and reforms.

The Pakistan One Fund, administered by UNDP's Multi-Partner Trust Fund Office, is a key component of the One UN reform process. As administrative agent, UNDP manages and administers donor contributions and ensures timely disbursement of funds to participating agencies for implementation of various joint programmes and activities.

As co-chair of the Operations Management Team, UNDP contributes to harmonisation and integration of operational services with an aim to improve efficiency. UNDP also provides operational services to a number of UN agencies, which helps reduce costs, save time and strengthen harmonization across the UN system. UNDP, UNFPA and UNICEF closely engages with government counterparts to enhance capacities to further harmonize systems and processes as well as their reliance on national systems with the implementation of the Harmonized Approach to Cash Transfers to Implementing Partners.



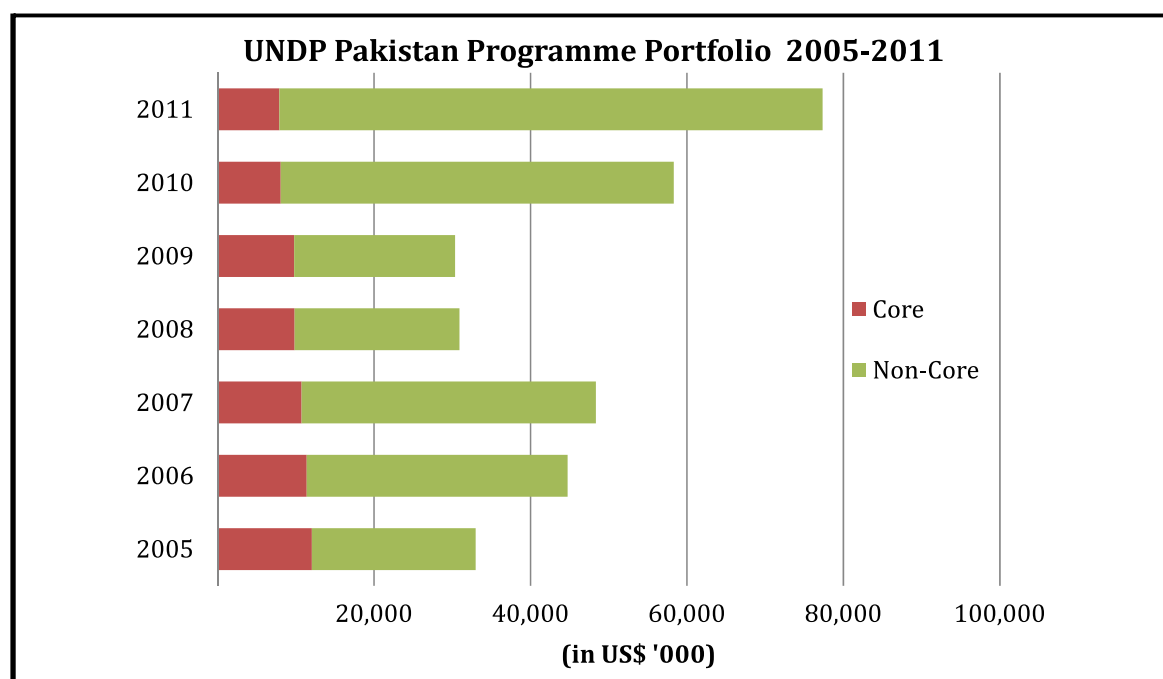
*UNDP provided seeds for kitchen gardening to earthquake affected communities to help them rebuild their livelihood again.*

## UNDP'S RESOURCES

UNDP Pakistan implemented a programme portfolio worth US\$ 76.45 million in 2011 – up from US\$ 58.31 in 2010 and significantly higher than the average annual delivery of US\$ 42 million during 2006-10. The surge in portfolio in 2010 and 2011 was mainly due to the Early Recovery Programme for the people affected by the devastating floods of 2010.

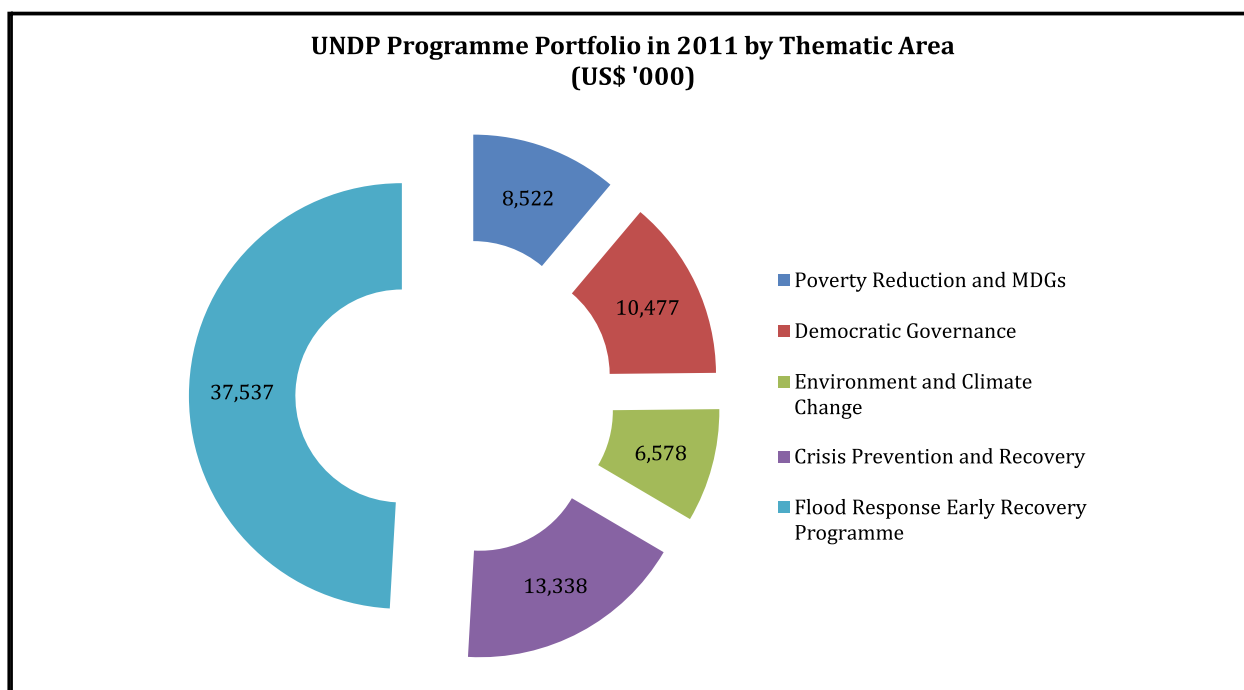
The country office received US\$ 8 million as core resources from UNDP headquarters and mobilized remaining resources from bilateral donors, global funds (such as Global Environment Facility, Adaptation Fund, etc), the Pakistan One Fund and various thematic trust funds managed by UNDP. The following graph shows UNDP programme financial delivery in Pakistan.

### Core and Non-core Resources in 2011



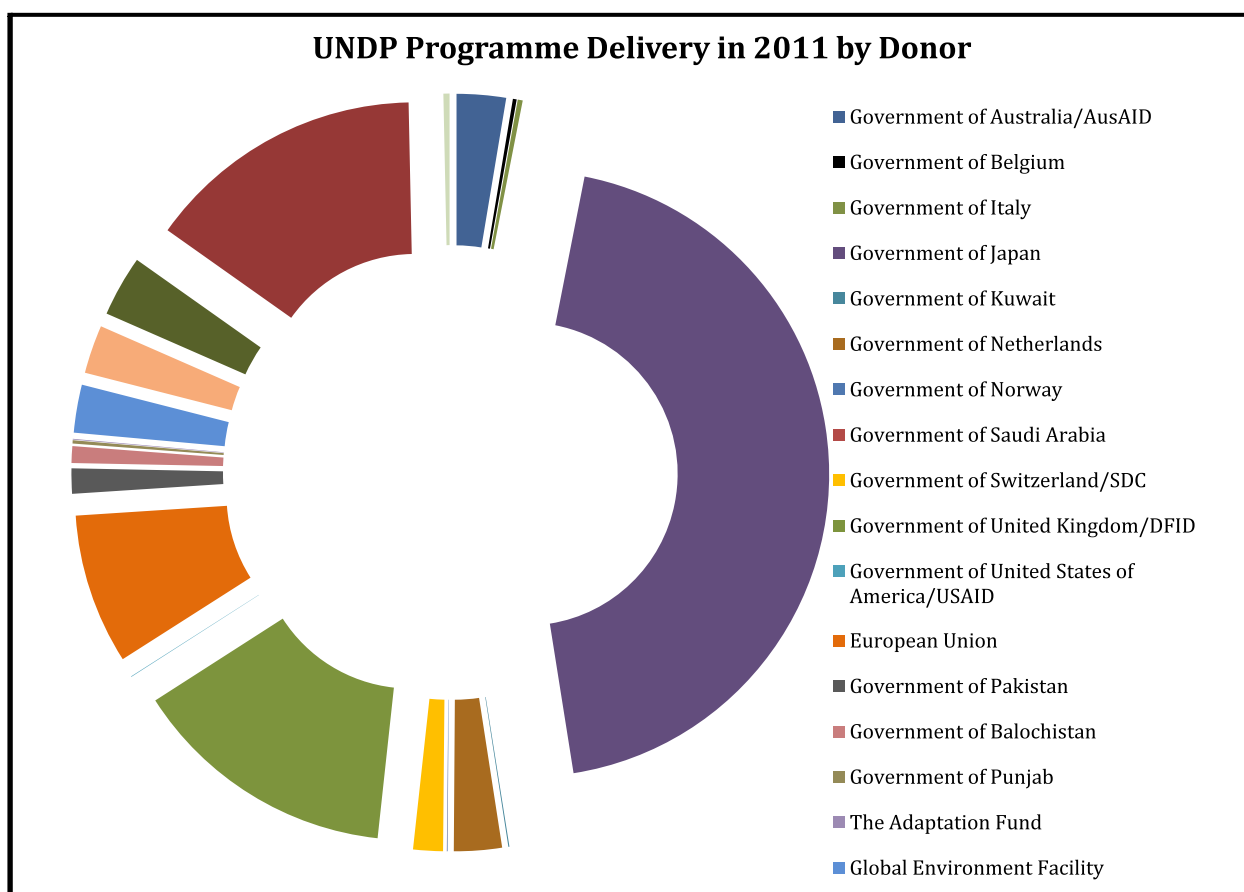
In terms of thematic areas, about half of the expenditure in 2011 was spent on UNDP's Early Recovery Programme, which was initiated in response to the 2010 floods, and included

integrated activities covering all four thematic areas of UNDP. The regular programme expenditures in 2011 amounted to US\$ 38,915,000 with the following distribution.



UNDP works in collaboration with several bilateral and multilateral development partners, many of whom also provide financial resources for UNDP projects. In 2011, a significant proportion of our programme portfolio was funded by the Government of Japan followed by

the Government of United Kingdom/DFID, the European Union, Government of Australia, Global Environment Facility and the COFRA Foundation. Several other donors provided funds in 2011 for the Early Recovery Programme and other projects that continue in 2012.





## HIGHLIGHTS OF 2011

### January

The Government of Japan contributes US\$ 50 million to the Early Recovery Programme, which benefited an estimated 13 million flood-affecteds, including more than 6 million women, children in addition to Afghan refugees. The financial support, which was augmented by resources from other donors, allows UNDP to sustain its recovery activities in 28 of the most severely affected districts in Azad Jammu and Kashmir, Khyber Pakhtunkhwa, Sindh, Punjab and Gilgit-Baltistan.



*Ms. Mio Takagi (Economic Advisor-Embassy of Japan) cutting ribbon of a new house handed over to a family in village district Badin.*

### February

UNDP Administrator, Ms. Helen Clark, launches the 20<sup>th</sup> anniversary issue of the Human Development Report (HDR), *The Real Wealth of Nations: Pathways to Human Development* at a special event organized by the Planning Commission, Government of Pakistan. Dr. Abdul Hafeez Shaikh, Federal Minister for Finance, Planning and Economic Affairs was the chief guest. Ms. Helen Clark paid special tribute to world-renowned Pakistani economist and human development theory pioneer, Dr. Mahbub ul Haq, who co-founded the HDR.



*Launching ceremony of the 20<sup>th</sup> Human Development Report (HDR).*

Ms. Helen Clark toured flood-affected areas in Sindh and reaffirmed to the Government of Pakistan the commitment of UNDP to support efforts to restore livelihoods, basic social services, and community infrastructure.

"It's a privilege to be able to support people to rebuild their homes and livelihoods after the devastating floods. Much remains to be done. It is important to continue to support Pakistan's recovery", says Ms. Clark during her visit.

### May

UNDP launches "Supporting Pro-Poor Governance for Legal Empowerment of the Poor" project aimed at creating and enhancing an enabling environment for poor marginalized businesses to claim and enforce their rights to do business.

### June

UNDP assists the Ministry of Climate Change formulate Pakistan's National Policy on Climate Change and the Cabinet approves this important policy document on 14 March 2012.

UNDP launches two projects to address Climate Change adaptation and mitigation: "Reducing Vulnerabilities from Glacier Lake Outburst Floods in Northern Pakistan" and "Pakistan Sustainable Transport Project".

The European Union contributed 40 million Euros in support to the Refugee Affected and Hosting Areas Programme in Balochistan and KP. Mr Lars-Gunnar Wigemark, EU Ambassador and Mr Timo Pakkala, UNDP Resident Representative signed the agreement on behalf of the EU and UNDP respectively.

UNDP's National Goodwill Ambassador Hadiqa Kiani energizes UNDP staff at the annual retreat and encourages them to continue their hard work towards achieving Pakistan's development goals.

### July

The Planning Commission, in collaboration with UNDP hosted an International Conference on "Framework for Economic Growth, Pakistan." This is a new approach to accelerating sustained economic growth in Pakistan. The event attracted internationally renowned development specialists and notable dignitaries including Ajay Chhibber, Assistant Secretary-General UN and UNDP Regional Director for Asia and the Pacific. At the conclusion of the conference, the Planning Commission and UNDP exchanged a letter of

intent for the establishment of a Centre for Inclusive Growth and Development, which will support the implementation of the Framework.



*Ajay Chibber with Dr. Nadeem-ul-Haque, Deputy Chairman, Planning Commission.*

## August

UNDP's National Goodwill Ambassador Aisam ul Haq visited Jati village, Thatta district in Sindh province, where he distributed certificates of home ownership to flood affectees and donated USD 10,000 to the flood recovery effort.



*UNDP National Goodwill Ambassador – Aisam ul Haq's visit to Jati village, Thatta.*

## September

The UN launch a rapid response plan of USD 357 million to help the Government of Pakistan provide life-saving assistance to more than 5 million people affected by the devastating monsoon rains and floods in southern Pakistan.

UNDP signs a project cooperation agreement with World Wildlife Federation Pakistan designed to restore access to energy through the restoration/rehabilitation of micro-hydel systems in KP and access to energy through biogas in KP, Punjab and Sindh.

UNDP Bureau for Crisis Prevention and Recovery allocates USD 1 million to the FATA Peace Building Programme, enabling the launch of pilot projects that were identified through needs assessment supported by UN agencies and the FATA Disaster Management Authority (FDMA).

UNDP's Refugee Affected and Hosting Areas Programme holds an orientation workshop in collaboration with the Government of Japan and implementing partners. Provincial Task Forces, chaired by the Additional Chief Secretaries of Planning and Development Department, Government of Balochistan and KP approve the programme's first-year plan.

## October

The KP Government and UNDP launch the first-ever provincial Millennium Development Goals report that tracks KP's progress against each MDG target. The MDGs are a set of eight goals adopted by 189 countries, including Pakistan, in 2000 vowing to achieve them by 2015.

UNDP submits to United Nations Convention on Sustainable Development Secretariat a "Stocktaking and Synthesis Report" after carrying out national and provincial level consultations as part of its support to the Government in preparing for the Rio+20 United Nations Convention on Sustainable Development in 2012.

A UNV "Support to UNDP's Flood Response in Pakistan" programme is launched with the deployment of three national UN Volunteers to the Provincial Disaster Management Authority in Karachi. The project aims to support UNDP's post-relief and early recovery flood response.

## November

UNDP releases the Human Development Report 2011 Sustainability and Equity: A Better Future for All.

A mid-term review of the Malakand Peace and Development programme was completed.

## December

UNDP launches a Rule of Law Project in Malakand aimed at strengthening the judiciary, police, prosecution, alternative dispute resolution mechanisms, access to justice and provision of free legal aid.

The Early Recovery Working Group drafts an Early Recovery Assistance Framework for the FATA region that is endorsed by FATA Secretariat, FDMA and UN Humanitarian Country Team.

