

**Country Programme Action Plan  
(CPAP)  
2004 - 2008**

**Government of Pakistan  
and  
United Nations Development Programme (UNDP)**



**Government of Pakistan**



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Abbreviations and Acronyms

|          |   |
|----------|---|
| ADB      | Asian Development Bank  |
| AusAID   | Australian Agency for International Development                   |
| CCA      | Common Country Assessment   |
| CBOs     | Community Based Organizations                                     |
| CIDA     | Canada International Development Agency                           |
| CIET     | Community Information and Epidemiological Technologies            |
| CEDAW    | Convention on the Elimination of Discrimination Against Women     |
| CP       | Country Programme   |
| CPAP     | Country Programme Action Plan                                     |
| CPLC     | Citizen-Police Liaison Centre                                     |
| CRPRID   | Centre for Research, Poverty Reduction & Income Distribution      |
| CRC      | Convention on the Rights of Child                                 |
| CCBs     | Community Citizen Board   |
| DFID     | Department For International Development                          |
| DTCE     | Devolution Trust for Community Empowerment                        |
| EAD      | Economic Affairs Division (Government of Pakistan)                |
| ESCAP    | Economic Commission for Asia & Pacific                            |
| EU       | European Union  |
| FAO      | Food & Agriculture Organization                                   |
| GEF      | Global Environment Facility                                       |
| GoP      | Government of Pakistan  |
| HIV/AIDS | Human Immuno-deficiency Virus/Acquired Immuno-Deficiency Syndrome |
| HRCP     | Human Rights Commission of Pakistan                               |
| ICT      | Information & Communications Technology                           |
| IFAD     | International Fund for Agricultural Development                   |
| IFIs     | International Financing Institutions                              |
| ILO      | International Labour Organization                                 |
| IMF      | International Monetary Fund                                       |
| ITC      | International Trade Centre  |
| ITU      | International Telecommunications Union                            |
| IUCN     | International Union for Conservation of Nature                    |
| JBIC     | Japan Bank for International Cooperation                          |
| JICA     | Japan International Cooperation Agency                            |
| LUMS     | Lahore University Management Science Institute                    |
| MDGs     | Millennium Development Goals                                      |
| MOU      | Memorandum of Understanding                                       |
| MP       | Montreal Protocol ( on ozone layer protection)                    |
| NEX      | National execution modality (agreed between UNDP and GOP)         |
| NCHD     | National Commission for Human Development                         |
| NGO      | Non Governmental Organization                                     |
| NORAD    | Norwegian Agency for Development                                  |
| NRSP     | National Rural Support Programme                                  |
| OCHA     | Office for the Coordination of Humanitarian Assistance            |
| PILDAT   | Pakistan Institute for Legislative Development                    |
| PRSP     | Poverty Reduction Strategy Paper                                  |
| RBAP     | UNDP Regional Bureau for Asia & Pacific                           |
| RC       | Resident Coordinator  |
| RNE      | Royal Netherlands Embassy   |
| SAFMA    | South Asia Free Media Association                                 |
| SDC      | Swiss Development Cooperation                                     |
| SDPI     | Sustainable Policy Development Institute                          |
| SMEs     | Small & Medium Enterprises  |

|        |  |
|--------|--|
| SPDC   | Social Policy & Development Centre                             |
| TWG    | Thematic Working Group   |
| UNAIDS | UN consortium of agencies for HIV/AIDS response                |
| UNCHS  | UN Centre for Human Settlements (HABITAT)                      |
| UNCTAD | UN Conference on Trade & Development                           |
| UNCT   | United Nations Country Team                                    |
| UNDAF  | United Nations Development Assistance Framework                |
| UNDESA | UN Department for Economic & Social Affairs                    |
| UNDG   | UN Development Group   |
| UNDPA  | UN Department for Political Affairs                            |
| UNDP   | United Nations Development Programme                           |
| UNEP   | UN Environment Programme                                       |
| UNESCO | United Nations Educational, Scientific & Cultural Organization |
| UNF    | UN Foundation (Ted Turner fund)                                |
| UNFPA  | United Nations Population Fund                                 |
| UNHCHR | UN High Commission for Human Rights                            |
| UNHCR  | United Nations High Commissioner for Refugees                  |
| UNODC  | United Nations Office for Drugs and Crime                      |
| UNOPS  | UN Office for Project Services                                 |
| UNIC   | United Nations Information Centre                              |
| UNIDO  | United Nations Industrial Development Organization             |
| UNICEF | United Nations Children's Fund                                 |
| WB     | World Bank   |
| WFP    | World Food Programme   |
| WHO    | World Health Organization                                      |
| WTO    | World Trade Organization                                       |
| WWF    | World Wildlife Fund  |

## The Framework

- **Furthering** their mutual agreement and cooperation for the fulfilment of Millennium Development;
- **Building** upon the experience gained and progress made during the implementation of the Country Cooperation Framework (1998-2003);
- **Entering** into Country Programme (2004-2008);
- **Declaring** that these responsibilities will be fulfilled in a spirit of friendly cooperation;
- **Have agreed as follows:**

### Part I. Basis of Relationship

Reference is made to the basic agreement signed between the Government of Pakistan and the UN Special Fund, 25 February, 1960.

### Part II. Situation Analysis

Pakistan recently underwent significant political and structural reforms, moving towards macro-economic stability, debt management, revival of the democratic process with increased women's representation, major institutional reforms with emphasis on devolution and decentralization, significant progress in information technology, reduction in population growth, and food grain self-sufficiency, which has been maintained for the past several years. Efforts to combat corruption and improve law and order have been firmly established. The nation has demonstrated resilience in dealing with the challenges posed by drought, the impact of the Afghan crisis, influx of refugees and the 11 September aftermath. While the difficult regional security situation has led to a diversion of scarce development resources to defence, Pakistan has striven to resolve issues according to the principles of the United Nations Charter, as indicated in the common country assessment (CCA).

With a human development index of 0.498 in 1999 [0.499 in 2001], Pakistan ranked 127 out of a total of 162 countries [144 out of 175 countries in 2001], and with a gender-related development index of 0.466 in 1999 it ranked 117 out of a total of 146 countries [0.469 ranking 120 out of 175 countries in 2001], according to the *Human Development Report 2001 [2003]*. According to government estimates in 2000, 34 per cent of the population lives below the poverty line, while the cost of environmental degradation was estimated at 4.3 per cent of GDP in 1998 (SDPI study for the World Bank). Although there has been some improvement in women's status over the last several years, the position of women in Pakistan remains weak and gender disparities are reflected in all social indicators. As a result of its debt burden, low revenue base and recent low growth rates, Pakistan has not been able to invest adequately in human development. Public investments in the 1990s focused mainly on infrastructure. Private education and health services are common but expensive, whereas public services are inadequate, particularly in rural areas and for women and girls. Social regression, land degradation and unemployment have further reduced resources available to the poor. It is recognized that the answer to these problems lies in improving the quality of governance, making it more inclusive and participatory; strengthening systems of accountability and transparency; promoting citizens' involvement in decisions that influence their lives; and strengthening the role of the Government in facilitating development.

Special attention will be paid to the major Global Conferences and International Treaties and UNDP's role in supporting follow-up including the Millennium Declaration, World Summit on Sustainable Development, Convention on Elimination of Discrimination Against Women and Conventions on Labor and on Environment.

For further reference see UN Common Country Assessment ([www.undg.org](http://www.undg.org)) and the forthcoming Millennium Development Goals Report.

### Part III. Past Cooperation and Lessons Learned

Significant results were achieved during the Country Cooperation Framework (CCF) for 1998-2003 through upstream policy support, piloting innovative approaches for community empowerment and capacity-building at all levels. This is reflected in the successful design of the devolution plan and its implementation, mainly by filling the 33 per cent reserved seats for women councillors in local elections and capacity-building for all (36 000) elected female councillors. In addition, the sustained advocacy and partnership building of UNDP with

national institutions mobilized large-scale donor interest and participation in the reconstruction process. Another area of impact was the promotion of participatory approaches in all thematic areas and capacity-building for about 4 000 community-based organizations (CBOs), which are anchoring community-based initiatives.

The review of the CCF, evaluation of projects, various impact studies and consultations with stakeholders all indicate that the sustainability and impact of UNDP assistance can be enhanced through: (a) expanding partnerships within the strategic results framework; (b) supporting an enabling macro framework within which micro and pilot initiatives are developed; (c) strengthening policy, oversight and local-level institutions, particularly in planning, budgeting, monitoring and coordination; (d) documenting and disseminating best practices systematically; (e) strengthening, consolidating and scaling up efforts already under way; (f) harnessing national ownership and the capacity of national partners to manage and coordinate the implementation of development programmes, recognizing the difficulties that arise during implementation; (g) placing poverty reduction at centre stage in all programme areas, with well-defined participatory approaches primarily involving the poor; and (h) reflecting long-term strategic considerations in programmes and projects.

Based on the above lessons learned and in support of national priorities, the proposed country programme will adopt the following strategy:

- (a) Make poverty reduction the core objective in all areas of cooperation, focusing on macro-policy impact on the poor, and alternative pro-poor development approaches;
- (b) Mainstream gender in all areas and ensure that gender is an integral part of the design, implementation, monitoring and evaluation of all programmes and projects;
- (c) Strengthen and stabilize reform initiatives, particularly those with direct links to poverty reduction, devolution, community empowerment and promoting public-private partnership to meet development challenges;
- (d) Explore innovative funding mechanisms and support government leadership in resource mobilization and coordination;
- (e) Promote mechanisms for effective participatory monitoring of policies and programmes, involving the poor themselves;
- (f) Facilitate the country's readiness and capacity to benefit from mechanisms emerging under the World Trade Organization (WTO) regime;
- (g) Connect national partners to global knowledge, experience and resources through regional cooperation, networking and technical cooperation among developing countries (TCDC);
- (h) Mainstream information and communications technology (ICT) as a vehicle for achieving programme goals, networking, and to promote transparency;
- (i) Work with media to contribute towards creating awareness, and consensus building, especially around the MDGs.

#### **Part IV. Proposed Programme**

Under the UNDAF, the United Nations system will encourage civil society partnership and participation in efforts to broaden choices and increase opportunities, particularly for the poor, women and marginalized groups. Four broad themes have been identified: participatory governance, poverty alleviation, health, and education. Cross-cutting themes include: human development and disaster relief/management; population; drug control and crime prevention; gender; culture and development; and environment. In addition, UNDP has a special mandate to promote regional cooperation, which will be ensured by linking the country programme to UNDP regional programme initiatives. Multiple opportunities for joint programming have been identified and are the object of detailed negotiations between United Nations organizations. Its cross-cutting mandate positions UNDP for close cooperation with most of those organizations as well as with the international financial institutions (IFIs). Based on the UNDAF and other consultative processes, the country programme will focus on cooperation in institutional capacity-building and community development with asset building for the poor.

Support for these national human development priorities will focus on developing macro-micro linkages whereby innovative approaches will be piloted at the local level in collaboration with communities, and the policy issues identified will be fed into the national policy process. The numerous community organizations actively participating in UNDP-assisted projects provide a country-wide outreach for policy-makers, allowing them to gain a better understanding of the root causes of poverty.

#### **A. Institutional capacity-building**

In view of the under-utilized domestic resources and inadequate development management capacities, particularly at the local level, it is essential that UNDP continue to build capacity of key institutions in the following critical areas with the following expected results.

##### *Participatory poverty monitoring and research*

National capacity will be built for pro-poor development, focusing on poverty monitoring and involving the poor. Institutions such as the Centre for Research on Poverty Reduction and Income Distribution (CRPRID) will carry out poverty and income distribution research, which will help to identify more effective pro-poor growth strategies. Support will also be provided to CRPRID for MDG reporting. The effort will be led by the Government in collaboration with the UN Resident Coordinator System. *Partners:* The International Labour Organization (ILO), the United Nations Children's Fund (UNICEF), the Japan International Cooperation Agency (JICA), the Department for International Development (DFID) of the United Kingdom and the Asian Development Bank (ADB) will cooperate in this area.

##### *Promoting gender equality*

Gender will be mainstreamed in the macroeconomic and budget process at all levels of government to address gender disparity in the critical areas identified in the National Plan of Action (NPA). Gender-disaggregated data must be introduced in all national statistics. Closer partnerships between government, parliament and civil society should be established for systematic analysis of gender issues. The National Commission on the Status of Women should be strengthened to examine existing policies, programmes and legislation with a view to reviewing provisions that are discriminatory against women. The NPA will focus on education, reproductive health, economic integration, domestic violence, and secure tenure of, and access to, natural resources. Networks for women's empowerment will be set up. *Partners:* The country team is committed to addressing gender disparity, and joint advocacy and action are planned. Major donors, initially mainly Norway, are co-funding directly and in parallel <sup>1</sup>.

##### *Strengthening and consolidation of the devolution process*

Reflecting continued support to national reconstruction initiatives, people's participation in local governance, fiscal decentralization, management, planning and implementation will be enhanced through strengthened institutions and mechanisms and re-engineering of procedures at the local level. Newly elected district councillors, particularly women, will be trained. They will be encouraged to participate in targeting, monitoring and promoting development activities. Partnerships will be facilitated between local authorities and civil society organizations. Information management systems at all levels will be developed to promote transparency and accountability. Exploration of new opportunities will be provided by the devolution initiative for integrating environmental concerns with economic decision-making, promoting public-private partnerships and bridging the digital divide. *Partners:* The country team is committed to consolidating the devolution process, and there will be joint advocacy and action for this purpose. Major donors, including the SDC and CIDA, as well as ADB, are co-funding directly and in parallel.

##### *Strengthening oversight and regulatory mechanisms at national and sub-national levels*

More effective civic engagement is needed in parliamentary, electoral and political processes, particularly in relation to decentralization and the MDGs. Active civic participation should be promoted through citizens' forums, especially in relation to globalization issues. *Partners:* The United Nations Department of Political Affairs (DPA) provides advice on actions related to political processes. UNDP, jointly with the United Nations

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<sup>1</sup> A Steering Committee has been established for the purpose of the UNDP gender support programme for gender support, composed of the Ministry for Women Development, the Economic Affairs Division, the Planning Division, the Ministry of Law, the National Commission on Status of Women, NGOs, donors and UN.

Conference on Trade and Development (UNCTAD), will provide policy advice on WTO and globalization issues. Major donors are co-funding directly and in parallel.

*Access to justice and human rights*

Innovative mechanisms will be developed to provide affordable and accessible alternatives to improve access to justice for the poor and women. Efforts will also be made to strengthen the existing human rights mechanisms, such as Human Rights Commission of Pakistan. *Partners.* UNDP and ADB will be coordinating their assistance in this area, and cooperation with UNHCHR is being pursued.

*Disaster/crisis management system*

Shifting from relief to risk reduction (prevention) will require building capacity for early warning, preparedness and mitigation to reduce vulnerability and develop disaster management strategies. This includes building the capacity of government entities, communities and organizations specializing in crisis management. A holistic programme is being developed to rehabilitate refugee-hosting communities affected by the impact of the Afghan crisis. *Partners.* This is a new initiative by the Government and UNDP for which partners are being identified.

*Environmentally sustainable development*

It is essential to strengthen the capacity of institutions, dealing with policy formulation and legal and regulatory frameworks under global conventions, to meet national commitments. The development agenda will integrate environmental concerns and build capacity to implement integrated umbrella programmes that respond to the needs of the poor, such as the National Environmental Action Plan (NEAP). *Partners.* Includes the Global Environment Facility (GEF), the World Conservation Union (IUCN), the World Wildlife Fund (WWF) and Wetlands International. In drought recovery and mitigation, the World Bank and ADB are funding a parallel loan programme.

**B. Community development with asset building for the poor**

Human development and poverty challenges will be addressed by investing in social capital formation and providing an enabling environment for community organizations in poor areas, focusing on asset building in the following ways.

*Community empowerment to support local participation in decision-making*

National policies and constraints to community empowerment will be identified and resolved through participatory processes and systems. Links between government line departments and elected representatives at all tiers will be strengthened for policy formulation and implementation of social sector reforms, especially in health, education, drugs, crime and HIV/AIDS. Mechanisms such as citizen community boards under the devolution plan will be supported and their self-reliance achieved through larger organizations. The capacity of community organizations and elected local council members will be developed in the area of design and management of development schemes at the local level. *Partners.* Includes the country team and major donors.

*Land and water resource management*

Participatory community-based models will be developed with potential for scaling-up and policy change. Innovative approaches must be piloted for sustainable land use, watershed management, water resource management and rational utilization of water, while ensuring equity. Improved land record systems and policy reforms relating to land tenure issues affecting the poor will be introduced. Small-scale agro-processing and off-farm business initiatives and trade will be promoted that take into account the terms of trade for poor farmers. *Partners.* Cooperation is ongoing with the Food and Agriculture Organization (FAO) of the United Nations, the International Fund for Agricultural Development (IFAD), the World Food Programme (WFP), the Australian Agency for International Development (AusAID) and DFID; cooperation with ADB, the World Bank and other major donors is being explored.

*Urban poverty reduction and slum uplift*

Property rights will be regularized and service delivery improved in squatter settlements and small towns. The urban poor will benefit from greater employment and self-employment opportunities, while good governance practices will be introduced in poor urban communities. *Partners:* ILO, Habitat (UNCHS), United Nations Industrial Development Organization (UNIDO) and the International Finance Corporation (IFC).



*Support to the national initiative for philanthropy and volunteerism through the National Commission for Human Development*

Private sector resources (from Pakistani nationals at home and abroad, as well as non-Pakistani philanthropy) will be mobilized to pilot the new initiative and a national volunteer corps for human development, focusing on literacy/education and health, especially for girls and women. Country-wide coverage is planned by 2008.

*Partners:* Numerous individual donors have already come forward, including Pakistanis based in the United States whose contributions are facilitated by the United States Committee for UNDP. Business entities are joining.

*Youth*

The National Human Development Report (NHDR) for Pakistan 2003 identifies the second income-earner (younger member) in the household as a key factor in lifting the poor out of poverty. It underscores, however, the weaknesses in skills training, the adverse conditions in the informal sector and for small and medium-sized enterprises (SMEs), and increasing unemployment. Initiatives will thus be developed to bring the youth into the mainstream of development through training, skills development, job creation and ICT avenues. *Partners:* The country is committed to the youth initiative, and joint advocacy and action is planned.

Resource Plan:

|                                | Million US\$ |
|--------------------------------|--------------|
| Governance                     | 17.6         |
| Poverty                        | 43.7         |
| Gender                         | 35.2         |
| Energy & Environment           | 40.3         |
| Crisis Prevention and Recovery | 33.3         |
| <b>Total</b>                   | <b>170.1</b> |

Note: in addition UNDP Regular Resources of USD 12.7 million are being considered, which will bring the total resources target to USD 182.8 million

**Thematic Outcome Linkages:**

Out of 48 UNDAF Outcomes covered by all UN Agencies in Pakistan, UNDP Pakistan is involved in 16, which are captured in 7 Outcomes in Country Programme 2004-2008 (*see Annex II*).

The Governance section of CPAP Results and Resources framework reflects an overlap of UNDAF outcomes for Governance and Poverty. This is evident from the fact that the poverty UNDAF outcomes were being reflected in the outputs and the indicators of the governance section, e.g. UNDAF outcome # PA/A-2/I.1: *Improved capacity to formulate and implement pro-poor policies* was also reflected through the Output 2.4 *National capacity for integrating human development aspects in trade agreements*.

The Gender section of CPAP Results and Resources Framework reflects a nexus of gender, poverty and governance. Henceforth, the governance and poverty UNDAF outcomes have been included along with gender outcomes, since the outcomes were being reflected in the outputs and the indicators of the gender section. e.g. one of the outputs under the gender section is "secure tenure and access to natural resources", which falls under the Poverty UNDAF outcome # PA/A-2/I.3: *Improved water and NR management and utilization*.

UNDP has a clear advantage over other development partners in the field of environment. Efforts would be made to improve linkages between environment, poverty, governance and gender outcomes of UNDAF for a coherent response. CPAP would help in initiating collaborative activities with the UN Agencies and bring together Ministry of Environment, Planning Commission, Finance Ministry, Provincial and Local Institutions and NGOs/CSOs. Private sector would be the new entrant in this area as UNDP takes on the catalytic role for building public-private partnerships making use of the Global Compact, where environment is one of the four core areas.

The main focus of UNDP in the area of Crisis Prevention and Recovery would be on creation of effective disaster response and mitigation systems for risk reduction and rehabilitation of areas and communities affected

by prolonged emergencies. All these activities would be undertaken to complement UN's efforts for improving capacity to formulate and implement pro-poor policies. A clear linkage will also be defined with the UNDAF outcome concerning improved water and natural resource management and utilization through the programme for creation of mass awareness for water conservation.

### **Part V. Partnership Strategy**

UNDP will work in close collaboration with the UN System, the Government of Pakistan and national and international development partners, in support of country efforts for poverty reduction and achievement of Millennium Development Goals. Partnerships are crucial for achieving impact through joint advocacy, programming and evaluation, knowledge sharing, networking and resource mobilization.

The strategy will include the following considerations and elements:

- In line with UN reform, UN agencies will work for more complementarity and synergy under UNDAF, and also towards more harmonization with other development cooperation partners, under Government guidance.
- Promote mechanisms and fora for dialogue and interaction among national and international development partners. In this regard engage with the Pakistan Development Forum and the Aid Coordination forum of the Government of Pakistan. Convene and support thematic groups such as Governance Group, Environment Consultative Group, Global Compact Steering Board, Inter Agency Group on Gender and Development, UN Theme Group on HIV/AIDS and UN Disaster Management Team.
- Sustained advocacy and partnership building with national institutions to mobilize interest and participation in the reform and reconstruction process particularly those with direct links to poverty reduction, devolution, community empowerment and promoting public-private partnership to meet development challenges and mainstreaming gender.
- Use Pakistan's Poverty Reduction Strategy Paper that most development partners can relate to, for specific reference to national priorities.
- Promote partnerships between government, parliament and civil society in efforts to broaden choices and increase opportunities, particularly for the poor, women and marginalized groups.
- Build on previous experiences to forge partnerships between local authorities and civil society organizations for exploring new opportunities under the devolution plan.
- Enhance utilization of global funding mechanism such as GEF, Montreal Protocol (MP) and climate change fund for environment management.
- Explore and promote further opportunities for public-private partnership within the Global Compact.
- Through the convening of technical and thematic donor coordination fora, explore opportunities of partnership including joint programming and/or evaluation with international development partners.
- In close collaboration with the Economic Affairs Division, develop a comprehensive resource mobilization strategy that identifies financial partners and mechanisms. In this context identify also non-traditional sources such as public-private partnerships, philanthropy and innovative funding mechanisms such as the autonomous Energy Conservation Fund.
- Explore the opportunities for cooperation with the Asian Development Bank under the MoU signed in 2002 between ADB and UNDP/RBAP.
- Special effort to identify partners in other developing countries (TCDC) primarily for the purpose of support to SMEs

## Key Partners

**UN System:** UN Country Team member agencies represented in Pakistan are prime partners, under UN reform, and include FAO, ILO, UNFPA, UNESCO, UNHCR, UNICEF, UNIDO, UNODC, WFP and WHO. The UNAIDS advisor's office and UNIC are also important players at the country level. Other UN agencies at global level to be approached as appropriate under UNDAF including e.g. ESCAP, IFAD, ITC, ITU, UNCHS, UNCTAD, UNDESA, UNDP, UNEP, UNHCHR, UNOCHA and UNOPS.

**Government** – Economic Affairs Division (EAD), Planning Commission, Cabinet Division, Prime Minister Secretariat (National Reconstruction Bureau), Ministries of Finance, Environment, Women Development, Law Justice and Human Rights, Water and Power, Commerce, Interior, Health, Science and Technology, IT and Telecommunications, Parliamentary Affairs, Labour and Manpower, Defence, Foreign Affairs, Election Commission of Pakistan, National Assembly and Senate Secretariat, Parliamentarians, National Commission for Status of Women, CRPRID, SECP.

**Provincial:** Planning and Development Depts., Local Government Depts., Provincial Environmental Protection Agencies, Relief Commissionerates, Agriculture, Forestry and Wildlife, Provincial Irrigation and Drainage Agency (PIDA).

**District:** Offices of DCOs, Elected Representatives (Nazims, Councillors), WASAs

**NGOs/CSOs:** DTCE, CCBs, NCHD, NRSP, IUCN, WWF, SPDC, SDPI, Human Rights Commission of Pakistan, Human Development Centre, FMF/SAFMA, RSP Network and Provincial RSPs, Bunayaid, Aurat Foundation, CIET, IPU, AKDN, FOCUS, Islamic Relief, OXFAM, ActionAid, CARE, CONCERN, Plan International, SPO, Sungi, HRMDC, Taraqee, New Lights, PAS, LANGOS, PILDAT, Adventure Foundation, LHRLA, CRCP, Nai Zindagi, IBHI, CPLC, LEAD-Pakistan,

**Private Sector:** FPCCI, Provincial and Local Chambers of Commerce, Employers Federation of Pakistan, Premier-Kufpec Private Ltd., Network Leasing Corporation, Shell Pakistan, British Petroleum, Mobilink, BHP Pilliton, PARCO, Mitsubishi Corporation, Refrigerant Industries, UBL.

**Academia:** Universities and Research Institutes, including Pakistan Institute for Development Economics (PIDE) and LUMS.

**Bilateral agencies and EU:** Arab Countries, AUSAID, CIDA, DFID, EU, JBIC, JICA, NORAD, RNE, SDC and USAID.

**IFIs:** ADB, IMF and World Bank/IFC.

**Global Funds:** GEF, MP, UNF and many others to be explored.

## Role and Contribution of Key Partners

Government partners are crucial for sustainability, ownership and accessibility. Civil Society Organizations and NGOs will contribute to advocacy, community mobilization and knowledge base. International development partners will contribute to advocacy, joint programming and evaluation and resource mobilization.

**UNDP**, in the framework of MDGs, PRSP and UNDAF, identifies key partners; Coordinates, leads advocacy and policy dialogue, complements and supports RM efforts of the government, designs and formulates new programme interventions, monitors programme implementation, facilitates network globally and locally, access to knowledge and best practices, introduces innovative initiatives and model management, catalytic seed funding for ground breaking initiatives. UNDP will promote more media coverage of UN assisted initiatives and also involve media representatives in consultations on development co operations.

**UN Country Team** member agencies and other UN agencies globally will articulate their harmonized cooperation in Joint Programmes, joint resource mobilization, joint monitoring and evaluation and certain joint operations.

**GOP** will steer Resource Mobilization effort, coordinate government consultative processes, developmental activities and aid, adopting new policies for human development, enable civil society engagement in the

development process, provides cash and in-kind contribution from federal, provincial and district level, support programme execution with increased involvement of CSOs, M&E with participatory monitoring.

**NGOs/CSOs:** Community mobilisation, advocacy, participatory planning and monitoring, programme implementation, local RM, identifying priorities in development, contribute local knowledge and insights to consultative processes, poverty alleviation efforts, complement and facilitate outreach development efforts, provide/build local capacities for programme implementation and sustainability, provide alternative mechanisms for service delivery,

**Bilateral and EU:** contribute to joint advocacy, programme development and evaluation, co-fund UN programmes, support complementary/parallel initiatives, participate in consultative processes, lead or participate in aid coordination forums.

**IFIs:** Lead or participate in consultative processes and coordination forums, facilitate for the government to consider successful innovative initiatives for up scaling, joint advocacy for policy actions, identify opportunities for linkage with UN System.

**Global Funds:** respond to Government lead approaches and submissions for Country development contributions.

**Universities and Research Institutions:** Introduce MDG related research in their programmes, knowledge generation and management, institutional linkages with UN System, participate in consultative processes.

**Private Sector:** apply corporate social responsibility, implement Global Compact principles, provide funding for human development initiatives, provide funds through indigenous philanthropy, public private partnerships (both commercial and non commercial with UN brokerage), provide private sector perspective in policy dialogues.

**Joint Programming Opportunities:** Pro-poor policies, MDGs monitoring, reporting and capacity building, participatory governance, devolution support, access to justice, legislative strengthening, safe drinking water supply, expanded multi sectoral HIV/AIDS framework, promotion of cleaner production technologies, upgradation of Katchi Abadis (squatter settlements), energy efficiency and environment improvement, promoting gender equality, capacity building of local government institutions, joint disaster response, ICT for Development, support for interpretation of WTO agreements, joint initiatives under Gender Support Programme (GSP), employment promotion for youth, Global Compact initiatives, asset building for poor rural women, promoting Universal Primary Education and primary health care, community based NRM and sustainable agriculture, SMEs, micro enterprise development, micro finance and literacy.

## **Part VI. Programme Management**

The Government plans to institutionalize the coordination of development cooperation activities by UNDP and all other United Nations country team members in Pakistan. The Economic Affairs Division under the Ministry of Finance has been designated aid coordination focal point. It will facilitate the Simplification and Harmonization process undertaken in the context of the UN reform. UNDP will support government efforts for more effective coordination, particularly in the thematic areas identified in the United Nations Development Assistance Framework (UNDAF).

The country programme will continue to be executed nationally and implemented through government and non-governmental institutions and the private sector. Greater synergy with United Nations programmes will be vigorously promoted. Programme implementation will remain flexible and responsive to emerging national policies and priorities. The national execution modality will also be strengthened and broadened into a national model for programme implementation, especially at the local level. In order to facilitate effective programme implementation, the Government will take measures to simplify procedures for programme approvals.

The country office has developed in-house expertise in the areas identified in the country programme and offers advice and knowledge in the form of tools and methodologies for programme development, effective implementation and management for results. The country office is also recognized as exercising effective coordination with other bilateral and multilateral institutions, particularly in the areas of governance and environment.

Matrix management is expected to reinforce country office integrated development interventions. Project audits will continue. The country office will promote joint learning opportunities for national counterparts on results-based management and capacity building for NEX implementation. Project, thematic and outcome evaluations will be used to identify best practices and support strategic choices in resource mobilization.

Led by the Government of Pakistan, the country office will assist in mobilizing \$145 million of non-core resources. Wherever required national counterparts will make in-kind contribution to complement programme resources. A comprehensive resource mobilization strategy is being developed that consolidates partnerships with contributing donors and identifies non-traditional sources such as public-private partnerships, philanthropy and emerging funding mechanisms. This strategy will be refined and implemented jointly by the Government of Pakistan and UNDP.

## **Part VII Monitoring and Evaluation**

GOP and UNDP together will monitor the progress of the results and resources framework on a quarterly basis and in addition carry out outcome evaluations annually. A mid term review of the CP will be conducted in 2006. The aim is to review progress of programme implementation and promote systematic sharing of information within and between programmes, making it possible to document lessons learned and transform them into knowledge. Programme progress will also be reviewed jointly with the UN Agencies under the UNDAF M&E Framework in the relevant areas of cooperation.

### **UNDAF M&E Plan**

#### *Internal Reviews*

The five UNDAF Thematic Working Groups (TWGs) will continue to meet regularly and will serve as the main mechanism for implementing and monitoring the UNDAF. [See UNDAF Annex C for comprehensive monitoring indicators to be used.] The following strategies will be employed:

- Selection of leading Agencies for each focus area of collaboration, if such do not already exist
- Development of individual TWG work plans with clear goals and objectives, to be integrated into the Annual Report and Work plan of the Resident Coordinator

The Millennium Development Goals Report that is developed for Pakistan will serve as the primary means for reporting on UNDAF activities, complemented by the Annual Report and Work plan of the Resident Coordinator. At the same time, the TWGs will establish a linkage between the indicators established to measure UNDAF outputs and the contribution of these outputs to the achievement of the MDGs.

Overall, the United Nations Country Team, under the leadership of the Resident Coordinator, will be responsible for review and validation of the cooperation between organizations on the UNDAF priority areas to ensure that individual Agencies' country programme documents reflect such objectives, as appropriate. It will also ensure the effective functioning of the TWGs, with assistance from the Inter-Agency Support Unit. Regular UNCT meetings will continue information exchange, knowledge creation and strengthening of partnerships for synergy, as well as improve coordination and collaboration of the United Nations System as a whole.

The UN Resident Coordination system will link up with, and support, the Government aid coordination efforts and ensure involvement of national monitoring mechanisms in the above.

#### *Joint and External Reviews*

Annual assessments of the UNDP Country Programme will be carried out and analyse progress towards the objectives of UNDAF and its information will be fed into the Resident Coordinator's Annual Report.

A joint evaluation by the Government, United Nations System and other development partners will be conducted in the fourth year of the UNDAF period (2004-2008), synchronised as much as possible with the respective Agencies' country programme reviews. Such evaluations, providing feedback and guidance on management of the process, results and outcomes, will ensure that United Nations efforts remain focused on national priorities that achievements and lessons learned are recognised, that difficulties are addressed and that best practises are acknowledged. During the assessments and reviews, it will be important to re-examine the Programme Resources Framework.

## **Part VIII Commitments**

Regular resource allocation (TRAC 1.1.1) for the country programme for 2004-2008 is \$25.1 million. Led by Economic Affairs Division, UNDP will mobilize an additional US\$ 145 million as non-core resources, subject to interest by funding partners. These resource allocations do not include emergency funds that may be mobilized in response to any humanitarian or crisis situation. These resource allocations will be utilized for policy advice, technical assistance, capacity building, systems development and knowledge generation and sharing.

Note: in addition UNDP Regular Resources of USD 12.7 million are being considered, which will bring the total resources target to USD 182.8 million

## **Part IX Commitments of the Government**

- A statement of the government's contribution to the country programme  
The Government of Pakistan is fully committed to support the United Nations Development Programme (UNDP) for the achievement of the Millennium Development Goals. To this end, the Government shall make all efforts to contribute wherever possible, both in-cash and in-kind, to facilitate the operationalization and successful implementation of the UNDP Country Programme 2004-08.
- A commitment by the government to support the UNDG agency in its efforts to raise funds required to meet the financial needs of the country programme.  
In view of the ongoing efforts by the Government of Pakistan for sustainable human development, the Government hereby reaffirms its role in coordinating the efforts, to mobilize resources to meet the fiduciary requirements of the UNDP Country Programme 2004.08. The Government undertakes to steer the mobilization process for generating funds that will be channelized through the UNDP Country Programme to meet the development needs of the Federal, Provincial and District governments.
- A commitment by the government to organize periodic programme review and planning meetings and where appropriate, to facilitate the participation of donors and NGOs.  
The Government of Pakistan and United Nations Development Programme (UNDP) will jointly monitor the progress of the results and resources framework through periodic programme review and evaluation exercises. All efforts shall be made to ensure the participation of concerned stakeholders including donors and civil society partners, wherever possible. The review process will ensure improved programme delivery and encourage the dissemination of best practices and lessons learned for better programme implementation in future.

The proposed country programme has been developed through an assessment and consultative process led by the Government of Pakistan and involving civil society and other development partners. The Government of Pakistan is committed to lead efforts for mobilizing non-core resources and ensuring in-kind contributions.

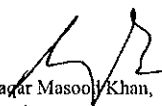
## **Part X. Other Provisions**

- The CPAP may be modified by mutual consent of Government of Pakistan and UNDP as and when needed.
- 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.

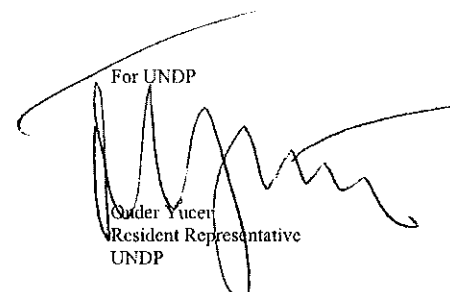
GOVERNMENT OF PAKISTAN/UNDP COUNTRY PROGRAMME ACTION PLAN, 2004-2008

*IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 27 January 2004 in Islamabad, Pakistan.*

For the Government of Pakistan

  
Waqar Masood Khan,  
Secretary,  
Government of Pakistan,  
Economic Affairs Division

For UNDP

  
Gunder Yucer  
Resident Representative  
UNDP

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

UNDAF outcome # PG/A-1/II.1: Enhanced capacity of local government for policy formulation and management:  
 UNDAF outcome # PG/A-1/II.2: Effective Institutionalization of Devolution and other Governance Reforms  
 UNDAF outcome # PG/A-1/III.1: Enhanced capacity of the CSO of the Poor to participate in and monitor development at local government levels  
 UNDAF outcome # PG/A-1/III.2: Integration of the poor, women and marginalized in the governance process  
 UNDAF outcome # PA/A-2/II.1: Improved capacity to formulate and implement pro-poor policies<sup>2</sup>  
 UNDAF outcome # PA/A-2/III.1: Improve access of the poor to public social services<sup>3</sup>

| UNDG agency programme component  | Expected Outcomes   | Expected Outputs  | Output benchmarks, baselines and indicators   | Indicative Resources by programme component (per year, US\$ million) |      |      |      |      |
|--|---|---|---|--|------|------|------|------|
|  |   |   |   | 2004   | 2005 | 2006 | 2007 | 2008 |
| Programme component for the Agency<br><br>Participatory governance/institutional capacity building | For each strategic outcome, state associated outcome indicator(s).<br>Include baseline and target to facilitate monitoring of change over time. | Specify the major outputs planned to help to achieve the outcome. | State the output benchmarks and indicators. Include associated baselines and targets to facilitate monitoring of change over time | <i>Regular Resources</i>   |      |      |      |      |
|  |   |   |   | 0.4  | 0.4  | 0.4  | 0.4  | 0.4  |
|  |   |   |   | <i>Other Resources</i>   |      |      |      |      |

<sup>2</sup> This UNDAF outcome appears also under Poverty section

<sup>3</sup> This UNDAF outcome appears also under Poverty section



|   |  |  |  |            |            |            |            |             |
|---|--|--|--|------------|------------|------------|------------|-------------|
| <p>Participatory governance/institutional capacity building</p> <ul style="list-style-type: none"> <li>- Electoral processes</li> <li>- Parliamentary processes</li> <li>- Private sector engagement</li> </ul>   | <p><u>Outcome 1:</u> Local authorities and communities in rural and urban areas enabled and involved in planning and management of development activities, including the provision of public services.</p> <p><u>Indicator 1.1:</u> 100 per cent of district governments effectively accessing and managing devolved financial resources.</p> <p><u>Indicator 1.2:</u> Monitoring committees and citizen community boards (CCBs) established in 100 per cent districts.</p> <p><u>Indicator 1.3:</u> 50 per cent public service facilities made functional in a gender-balanced manner.</p> <p><u>Indicator 1.4:</u> Perception of local government system and access to justice, including police functioning, by the poorest quintile improved by 50 per cent.</p> | <p><u>Output 1.1:</u> Local government structure and systems strengthened and procedures re-engineered.</p> <p><u>Output 1.2:</u> Transparency mechanisms established at the district level, involving poor communities.</p> <p><u>Output 1.3:</u> Legal, judicial and police reforms introduced and implementation strategy developed.</p> <p><u>Output 1.4:</u> Public safety commissions and legal aid centres established.</p> <p><u>Output 1.5:</u> Mechanisms for formation and activation of CCBs set up.</p> <p><u>Output 1.6:</u> Local development plans developed by CCBs in cooperation with local authorities (at least ten in each Union Council).</p> | <p>Local government institutions established in 2002 under the Devolution Plan. Systems and procedures are evolving.</p> <ul style="list-style-type: none"> <li>• Percentage of development funds channeled/managed by LG institutions:<br/><u>Baseline:</u> x%<br/><u>Target:</u> Y%</li> <li>• Number of CCBs, PSCs and legal aid centers functional:<br/><u>Baseline:</u> # of CCB's, PSC's, MC's and LAC's in 2003<br/><u>Target:</u> # of CCB's, PSC's, MC's and LAC's in 2008</li> </ul> | <p>2.0</p> | <p>2.0</p> | <p>2.0</p> | <p>2.0</p> | <p>10.0</p> |
| <p>Democratic process restored in 2002.</p> <ul style="list-style-type: none"> <li>• Number of Eligible voters registered in the voters list</li> <li>• Voter turnout in national/provincial elections increased from 41 to 48 percent<br/><u>Base:</u> X% (sex disaggregated)</li> </ul> | <p><u>Outcome 2:</u> Electoral framework with international standards. Credibility of Parliament. Private sector for sustainable development (at district level).</p> <p><u>Indicator 2.1:</u> Women representation in parliament maintained at</p>  | <p><u>Output 2.1:</u> Educated inclusive electorate.</p> <p><u>Output 2.2:</u> Parliamentarians promoting decentralization, transparency and right based development.</p> <p><u>Output 2.3:</u> Public-private</p>   | <p>Democratic process restored in 2002.</p> <ul style="list-style-type: none"> <li>• Number of Eligible voters registered in the voters list</li> <li>• Voter turnout in national/provincial elections increased from 41 to 48 percent<br/><u>Base:</u> X% (sex disaggregated)</li> </ul>  | <p>0.3</p> | <p>0.3</p> | <p>0.3</p> | <p>0.3</p> | <p>1.6</p>  |

|   |  |   |     |     |     |     |     |     |     |     |     |      |
|---|--|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| <p>least at 17 per cent.</p> <p><u>Indicator 2.2:</u><br/>Parliamentary oversight mechanisms strengthened: Public Accounts Committee, Human Rights, and Women Caucus.</p> <p><u>Indicator 2.3:</u> Number of public private partnerships of significance.</p> | <p>partnerships established in the context of Global Compact.</p> <p><u>Output 2.4</u> National capacity for integrating human development aspects in trade agreements</p> | <ul style="list-style-type: none"> <li>• <u>Target:</u> Y% (sex disaggregated)</li> <li>• <u>Baseline</u> is resistance to devolution by national and provincial legislators</li> <li>• <u>Target:</u> Broad based political consensus on devolution</li> <li>• <u>Baseline:</u> Lack of understanding of governance and rights based development issues amongst parliamentarians</li> <li>• <u>Target:</u> Legislation initiated and enacted to support participatory governance and right based development</li> </ul> <p>Number of private sector companies joining Global Compact</p> <ul style="list-style-type: none"> <li>• <u>Baseline:</u> Global Compact launched in Pakistan</li> <li>• <u>Target:</u> 100 businesses sign Global Compact</li> </ul> <p>Number of human development issues reflected in trade agreements</p> | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 0.8 | 4.0  |
| <p><b>Sub-Total</b></p>   |  |   | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.6 | 3.6 | 17.6 |

UNDAF outcome # PA/A-2/I.1: Improved capacity to formulate and implement pro-poor policies  
 UNDAF outcome # PA/A-2/I.2: Increased and broadened agricultural, livestock and fisheries production  
 UNDAF outcome # PA/A-2/I.3: Improved water and NR management and utilization  
 UNDAF outcome # PA/A-2/I.4: ICT used to broaden market access and access to info among the poor  
 UNDAF outcome # PA/A-2/II.1: Percentage of women employed in formal, informal sectors increased  
 UNDAF outcome # PA/A-2/II.2: Strengthened capacities of SMEs  
 UNDAF outcome # PA/A-2/II.3: Strengthened focus on appropriate employment opportunities for youth/adolescents  
 UNDAF outcome # PA/A-2/III.1: Improve access of the poor to public social services

| Poverty Alleviation/<br>Institutional Capacity<br>Building | Outcome 1: Reduction of human and income poverty addressed as a major concern of macroeconomic policies; improved national capacity to monitor poverty and inequality.<br><br>Indicator 1.1: Poverty head count reduced from 34 per cent to 20 per cent.<br><br>Indicator 1.2: Human and income poverty data disaggregated by gender and provinces/districts.<br><br>Indicator 1.3: Reduce the number of people without access to safe drinking water and sanitation by 1/3.<br><br>Indicator 1.4: HPI improved from 44 per cent to 30 per cent | Output 1.1: One million individuals lifted out of poverty by removing barriers and increased economic opportunities.<br><br>Output 1.2: Alternative pro-poor approaches adopted addressing root causes.<br><br>Output 1.3: Outcome monitoring and nationwide MDG campaign, putting Pakistan on track. | 34% poverty and PRS not fully integrated in development planning process<br><br><ul style="list-style-type: none"> <li>Number of Pro-poor policies implemented</li> <li>Number of persons enabled to overcome poverty</li> <li>Progress on MDG indicators</li> <li>Consolidated institutional setup for central and decentralised monitoring of poverty PRSP and MDG's</li> <li>Research capacity to study root causes and alternative solutions, no of poverty research reports that influenced policy making</li> <li>Adopted a policy to support the household economy and provide women in agriculture support services in all stages of production</li> <li>Number and strength of community organizations addressing women's poverty issues particularly in the rural economy.</li> </ul> | Regular Resources |     |     |     |     |      |
|--|---|---|---|-------------------|-----|-----|-----|-----|------|
|  |   |   |   | 0.7               | 0.7 | 0.7 | 0.7 | 0.7 | 3.5  |
|  |   |   |   | Other Resources   |     |     |     |     |      |
|  |   |   |   | 3.0               | 3.0 | 3.0 | 3.0 | 3.0 | 15.0 |
|  |   |   |   | Regular Resources |     |     |     |     |      |

|   |   |   |  |            |            |            |            |            |  |
|---|---|---|--|------------|------------|------------|------------|------------|--|
| <p>Poverty Alleviation/<br/>Community Development:<br/>with Asset Building for the<br/>Poor<br/>-Access to productive<br/>resources and assets<br/>-Access to ICT</p> | <p>Outcome 2: Secure access<br/>for the poor to land and<br/>infrastructure<br/>(e.g. irrigation);<br/>Provision to the poor of<br/>affordable ICT.<br/><br/>Indicator 2.1: Productive<br/>assets and facilities<br/>accessed by the poor,<br/>including women.<br/><br/>Indicator 2.2: Number of<br/>squatter settlers, including<br/>women with secure tenure<br/>increased ten fold.<br/><br/>Indicator 2.3: Number of<br/>telephone lines and<br/>Internet users increased by<br/>a factor of 10.</p> | <p>Output 2.1: 10 000<br/>productive community<br/>schemes implemented.<br/><br/>Output 2.2: Corp of<br/>100 000 national<br/>volunteers established<br/>promoting health,<br/>education and income<br/>generating activities.<br/><br/>Output 2.3: 100 ICT<br/>centres established in<br/>rural areas contributing to<br/>economic development<br/>and poverty reduction.<br/><br/>Output 2.4: 50,000<br/>strengthened SME's for<br/>rural development and<br/>poverty reduction.<br/><br/>Output 2.5: 0.5 million<br/>youth employed/trained.<br/><br/>Output 2.6: 10<br/>Sustainable Credit<br/>schemes.<br/><br/>Output 2.7: 50 <i>katchi</i><br/><i>abadis</i> (squatter areas)<br/>regularized.<br/><br/>Output 2.8: IT policy<br/>influenced for<br/>affordability</p> | <p>NGOs supported community<br/>schemes with insufficient coverage<br/>Limited number of CCBs formed<br/>and capable of implementing<br/>development projects</p> <ul style="list-style-type: none"> <li>• Number of development<br/>schemes managed by<br/>CCBs</li> <li>• Number &amp; Quality of<br/>support facilities, such as,<br/>human development<br/>support units, ICT centres,<br/>volunteer Corp for CCBs,<br/>local government/line<br/>departments</li> <li>• No of SME's<br/>strengthened/established-<br/>%age of young (15 – 24)<br/>employed/trained</li> </ul> | <p>0.4</p> | <p>0.4</p> | <p>0.6</p> | <p>0.4</p> | <p>2.2</p> |  |
| Other Resources   |   |   |  |            |            |            |            |            |  |
|   |   |   |  |            |            |            |            |            |  |
| <p><b>Sub-Total</b></p>   |   |   |  |            |            |            |            |            |  |

UNDAF outcome # CC-G/A-3/II.1: Legislative and policy framework improved and effectively enforced for protection and empowerment of women and girls and children.

UNDAF Outcome # CC-G/A-3/II.2: Effective implementation of CRC/CEDAW through legislation, policies, programmes, cap bld, monitoring, awareness and regular reporting.

UNDAF outcome # PG/A-1/II.2: Integration of the poor, women and marginalized in the governance process<sup>4</sup>

UNDAF outcome # PA/A-2/1.1: Improved capacity to formulate and implement pro-poor policies<sup>5</sup>

UNDAF outcome # PA/A-2/1.3: Improved water and NR management and utilization<sup>6</sup>

UNDAF outcome # PA/A-2/II.1: Percentage of women employed in formal, informal sectors increased<sup>7</sup>

|  |   |   |  |  |                   |     |     |     |
|--|---|---|--|--|-------------------|-----|-----|-----|
| Gender/Institutional capacity building | Development and implementation of national action plans for the advancement of women (implementation of the Beijing commitments) and the gender dimensions of all | Outcome 1: National action plan for the advancement of women jointly adopted, implemented and monitored by the Government, legislature and civil society according to time-bound goals. | Implementation of CEDAW and NPA with focus on critical issues – political participation, education, reproductive health, economic integration, domestic violence, secure tenure and access to natural resources. | CEDAW signed, NPA formulated, frameworks for women political participation and family protection.<br><br>- Progress on CEDAW and NPA<br>- Number of legislations and policy actions on economic, political and social empowerment of | Regular Resources |     |     |     |
|  |   |   |  |  | 1.4               | 1.6 | 1.4 | 1.4 |
|  |   |   |  |  | Other Resources   |     |     |     |

<sup>4</sup> This UNDAF outcome appears also under Governance

<sup>5</sup> This UNDAF outcome appears also under Poverty section

<sup>6</sup> This UNDAF outcome appears also under Poverty section

<sup>7</sup> This UNDAF outcome appears also under Poverty section

|  |  |  |   |            |            |            |            |            |             |
|--|--|--|---|------------|------------|------------|------------|------------|-------------|
| <p>gender dimensions of all conference commitments</p> | <p>Indicator 1.1: Mechanisms for participatory monitoring and reporting of NPA operational.</p> <p>Indicator 1.2: Increase in availability and use of gender-disaggregated data including GDI and gender empowerment measure (GEM) in analysis and decision-making.</p> <p>Indicator 1.3: NPA targets for women in decision-making, politics and economy on track.</p> <p>Indicator 1.4: Reduced violence against women and girls.</p> | <p>Macroeconomic policy and legislative framework for protection, integration and empowerment of women:</p> <p><u>Output 1.1: Institutional Strengthening</u></p> <ul style="list-style-type: none"> <li>• Sectoral &amp; macro economic policies (including PRSP), programmes and projects reflect gender mainstreaming and gender responsive budgeting</li> <li>• NCSW is strengthened as a policy review and recommending body</li> </ul> <p><u>Output 1.2: Political participation</u></p> <ul style="list-style-type: none"> <li>• Legislative capacity development programme for women councilors, MPAs and MNAs</li> </ul> <p><u>Output 1.3: Enabling social environment</u></p> <p>Awareness raised among GoP and civil society partners on commitments made in CEDAW</p> <p><u>Output 1.4: Economic Empowerment</u></p> <ul style="list-style-type: none"> <li>• Accessible, available, reliable gender disaggregated data</li> </ul> | <p>social empowerment of women.</p> <ul style="list-style-type: none"> <li>• Effective institutional mechanisms such as NCSW.</li> <li>• Adoption of Manual and guidebooks on gender mainstreaming and gender responsive budgeting</li> <li>• Policy reviews and recommendations by NCSW</li> <li>• Increase in number of women represented in Parliamentary committees and increase women leadership of such committee's</li> <li>• Base: % and Target: %</li> <li>• Regular Documentation and monitoring of the progress of CEDAW</li> <li>• Strengthened FBS for improved availability and accessibility of gender disaggregated data</li> </ul> | <p>5.0</p> | <p>5.0</p> | <p>5.0</p> | <p>8.0</p> | <p>5.0</p> | <p>28.0</p> |
|--|--|--|---|------------|------------|------------|------------|------------|-------------|

| Sub-Total  |   |   |  | 6.4                               | 6.6  | 6.4                             | 9.4  | 6.4  | 35.2 |
|--|---|---|--|-----------------------------------|------|---------------------------------|------|------|------|
| <p><b>UNDAF outcome # CC-HA/A-3/IV.1: Effective disaster response and mitigation systems for risk reduction and rehabilitation of areas and communities affected by prolonged emergencies.</b></p> <p><b>UNDAF outcome # PA/A-2/1.1: Improved capacity to formulate and implement pro-poor policies<sup>8</sup></b></p> <p><b>UNDAF outcome # PA/A-2/1.3: Improved water and NR management and utilization<sup>9</sup></b></p> |   |   |  |                                   |      |                                 |      |      |      |
| Humanitarian affairs/Crisis prevention and recovery/institutional capacity building  | Outcome 1: National disaster reduction and response system operational. | Output 1.1: National disaster management system operational, and community coping strategies developed.   | Coordinated national disaster response system non-existent   | 0.86                              | 0.86 | 0.86                            | 0.86 | 0.86 | 4.3  |
|  | Capacity development to manage and reduce risk of disasters             | Indicator 1.1: 20 000 communities enabled to cope with hazards.<br>Indicator 1.2: Significant improvement in response time to disasters and crises<br>Indicator 1.3: Communities and area rehabilitated in refugee hosting areas.<br>Indicator 1.4: Water use efficiency improved by 50 per cent. | Output 1.2: Significantly rehabilitated refugee hosting areas in five districts.<br>Output 1.3: National campaign successfully completed for water conservation resulting in water use efficiency at household, agricultural, industrial and municipality levels.<br>Output 1.4: Groundwater monitoring system introduced in drought-stricken areas<br>Output 1.5: HIV/AIDS response fully integrated in the national disaster management system | Lack of risk reduction approach   |      |                                 |      |      |      |
|  |   |   |  | Regular Resources (US \$ Million) |      | Other Resources (US \$ Million) |      |      |      |
| Sub-Total  |   |   |  | 5.0                               | 6.0  | 6.0                             | 6.0  | 6.0  | 5.86 |
|  |   |   |  | 5.0                               | 6.0  | 6.0                             | 6.0  | 6.0  | 33.3 |

<sup>8</sup> This UNDAF outcome appears also under Poverty section

<sup>9</sup> This UNDAF outcome appears also under Poverty section

**UNDAF outcome # CC-E/A-3/III.1: Improved living conditions through environmental mgt for SD**  
**UNDAF outcome # PG/A-1/I.2: Effective Institutionalization of Devolution and other Governance Reforms**<sup>10</sup>  
**UNDAF outcome # PA/A-2/I.1: Improved capacity to formulate and implement pro-poor policies**<sup>11</sup>  
**UNDAF outcome # PA/A-2/I.3: Improved water and NR management and utilization**<sup>12</sup>

|   | Outcome 1: A comprehensive approach integrating environmentally sustainable development, and global environmental concerns and commitments in national development planning, with emphasis on poverty reduction and with quality gender analysis. | Output 1.1: Effective policy, regulatory and monitoring framework for the poverty-environment nexus.   | National capacities for policy formulation and implementation weak.   | Regular Resources |              |              |              |              |
|---|---|--|---|-------------------|--------------|--------------|--------------|--------------|
|   |   |  |   | 0.8               | 0.8          | 0.9          | 0.9          | 4.3          |
| Environment/ Energy and Environment/ Institutional capacity building  | Indicator 1.1: Environmental issues integrated in Ten-year plan and PRSP.   | Output 1.2: Commitments under global conventions on biodiversity, climate change, chlorofluorocarbons, land degradation and POPs being implemented, with adequate attention to gender issues | Low priority of environmental issues in political and development agenda (slow progress on NEAP implementation).  | 7.0               | 7.0          | 7.0          | 7.0          | 36.0         |
| National capacity for participation in global conventions, regulatory regimes and funding mechanisms for environmentally sustainable development.                           | Indicator 1.2: Zero increase in CO2 and NOX emissions (0.4 per cent of world total 1998).   | Output 1.3: Over 3 000 poor communities involved in environmental management by adopting sustainable practices.  | - Environmental indicators monitored as part of PRS and national MDG report<br>- Increased allocations for environmental protection without adversely affecting the poor<br>- Progress on meeting international commitments<br>- Establishing and enforcing environmental standards<br>- Number of communities adopting sustainable practices<br>- Ref to UNCCD | 7.0               | 7.0          | 8.0          | 7.0          | 36.0         |
| Harnessing national ownership in the capacity of national partners to manage and co-ordinate the implementation of environmental programmes --<br>--(ref 6f page 3 of CPO). | Indicator 1.3: Forest cover from 4.8 per cent to 5.2 per cent.  | Output 1.4: clean energy technologies introduced at the local level  |   | 7.8               | 7.8          | 8.9          | 7.9          | 40.3         |
| <b>Sub-Total</b>  |   |  |   | <b>32.26</b>      | <b>33.46</b> | <b>37.36</b> | <b>33.46</b> | <b>170.1</b> |
| <b>Grand Total</b>  |   |  |   |                   |              |              |              |              |

Note: in addition UNDP Regular Resources of USD 12.7 million are being considered, which will bring the total resources target to USD 182.8 million.

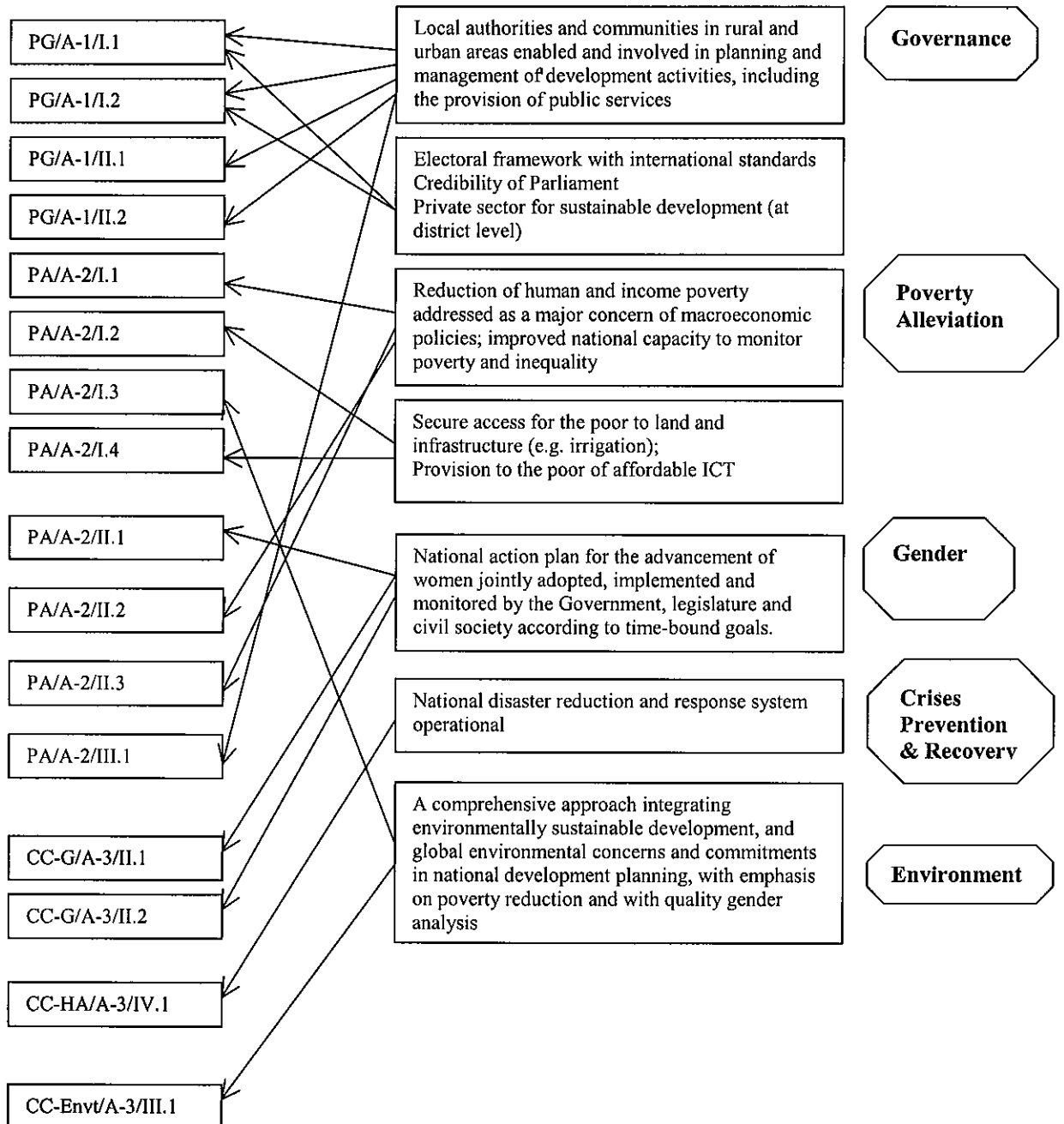
<sup>10</sup> This UNDAF outcome appears also under Governance  
<sup>11</sup> This UNDAF outcome appears also under Poverty section  
<sup>12</sup> This UNDAF outcome appears also under Poverty section



**ANNEX II**

**UNDAF Outcome**

**UNDP Outcome**



**CPAP 2004 - 2008**

|                              | <b>Total Resources (US \$ million)</b> | <b>Other Resources (US \$ million)</b> | <b>TRAC Resources (US \$ million)</b> |
|------------------------------|--|--|---------------------------------------|
| Governance                   | 17.6                                   | 14                                     | 3.6                                   |
| Poverty Alleviation          | 43.7                                   | 38                                     | 5.7                                   |
| Gender                       | 35.2                                   | 28                                     | 7.2                                   |
| Crisis Prevention & Recovery | 33.3                                   | 29                                     | 4.3                                   |
| Environment                  | 40.3                                   | 36                                     | 4.3                                   |
| Total                        | 170.1                                  | 145                                    | 25.1                                  |

