United Nations Development Programme
Country: Pakistan
PROJECT DOCUMENT

Project Title:	5th Operational Phase of the GEF Small Grants Programme in Pakistan
UNDAF Outcome(s)/ Indicator(s):	Improved living conditions through environmental management for sustainable development.
UNDP Strategic Plan Primary Outcome:	Strengthened national capacities to mainstream environment and energy concerns intro national development plans and implementation systems.
Expected CP Outcomes:	Comprehensive approach integrating environmental sustainable development, and global environmental concerns and commitment in national development planning, with emphasis on poverty reduction and with quality gender analysis.
Expected CPAP Outcome(s) /Output/Indicator(s):	***Outcomes:*** (4.1) Institutional strengthening and capacity development of environmental governing institutions to support regulatory frameworks addressing Pakistan's environmental challenges; (4.2) Environment mainstreamed across the development sector plans and programmes ***Outputs:*** 4.1: Strengthening systems for monitoring multilateral environmental obligations and national standards; 4.1.2: Communities equipped to plan sustainable mgt of diverse ecosystems of global significance; 4.2.1: Energy efficiency and renewable energy practices demonstrated and capacities developed for climate change adaptation; 4.2.2: Flexible arrangements in place for environmental mainstreaming in post-disaster situations ***Indicators:*** 4.1(a) No. of action plans developed and implemented; (b) No. of new environmental initiatives undertaken; 4.2 (a) No. of development programmes with environmental interventions incorporated; (b) No. and type of livelihood programmes addressing climate change issues at the local level
Implementing Partner:	UNOPS

Brief Description:

The project's objective is to ensure a mosaic of land uses and community practices across the rural landscape (including small urban cities) that provide sustainable livelihoods while generating global benefits for biodiversity and climate change mitigation. The baseline project is comprised primarily of NGO and CBO implemented programs in Pakistan relevant to biodiversity and climate change, but without the strategic and technical inputs to enable to achieve local, national and global benefits. The GEF funded alternative to the baseline will address barriers to community-based biodiversity conservation and climate change mitigation. In doing so, the project will support measures to improve community-based management of PA, mainstream biodiversity management objectives into community-level land and resource management planning, and support measures to avoid GHG emissions by improving the adoption of energy efficient and renewable energy technologies and sequester Carbon by restoring natural forests through community-based efforts. This project's strategy is to build on SGP Pakistan Indus Delta focus by consolidating past gains in community-based conservation and sustainable development and scaling-up efforts to reach more communities across the Indus Delta region, and in other parts of Pakistan.

Programme Period:	4 Years
Atlas Award ID:	00062085
Project ID:	00079343
PIMS #	4514
Start date:	July 1st 2011
End Date	June 30th 2015
Management Arrangements	UNOPS execution

Total allocated resources:	$ 6,342,778
• GEF	$ 2,777,778
• UNDP	$ 500,000
• CSOs	$ 2,825,000
• Bilaterals	$ 240,000
PAC Meeting Date	5 May 2011

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Acronyms

APR/PIR	Annual Project Review/Project Implementation Reports
C	Carbon
CH_4	Methane
CBO	community-based organisations
CC	Climate Change
CDA	Coastal Development Authority
EE	energy efficient
FAO	Food and Agriculture Organization
FD	Forest Department
GEF	Global Environment Facility
GHG	green house gases
GoP	Government of Pakistan
IPCC	Inter-Governmental Panel on Climate Change
LULUCF	Land-use, Land-use Change and Forestry
FES	fuel-efficient stoves
FMoE	Federal Ministry of Environment
JP	Joint Programme
METT	management effectiveness tracking tool
MoA	Ministry of Agriculture
NGO	non-governmental organizations
NTFP	non-timber forest products
NA	Northern Area
NWFP	Northwest Frontier Province
PA	protected areas
PES	Payment for ecosystem services
PMOE	Provincial Ministry of Environment
SGP	small grants programme
SLM	Sustainable Land Management
SFM	Sustainable Forest Management
tCO2e	tonnes CO_2 equivalent
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	UN Framework Convention on Climate Change
UNOPS	United Nations Office of Project Services
WD	Wildlife Department

Situation Analysis

Context

1. Pakistan is the eighth most populous country in the world, with a population of 170 million projected to rise to 210 million by 2025. Approximately 64% of Pakistan's population lives in rural areas in communities of 5,000 or less. Pakistan is characterized as a developing country with per capita income $860/year with 33% of its population living below the poverty line. This figure rises to almost 45% in rural areas. Agriculture contributes to about 24% of the GDP and employs 48% of the labor force, or almost 80% in rural areas. Aside from agriculture, the major income sources in poor urban communities are unskilled labor, trading, and the service sector. Pakistan has 11 climatic zones and is divided into three hydrological units: the Indus basin, covering an area of 566,000 km (70% of the country), the Kharan desert in west Baluchistan, and the arid Makran coast along the Arabian Sea that stretches 990 km.

2. About 5,700 species of flowering plants are recorded in Pakistan. Thirty-seven species and 14 sub-species of internationally threatened or near-threatened mammals occur in the country. Pakistan is not an isolated entity in biogeographic terms, and has relatively low rates of endemism for some species – about 7% for flowering plants and reptiles, and 3% for mammals. There are 198 species of freshwater fish; levels of endemism are higher for freshwater fish (15%), indicative of the importance of the Indus River and its larger basin. Up to 174 mammal species are recorded in Pakistan with at least 668 species of birds of which 375 species breed in country. The Indus valley wetlands constitute a secondary area of bird endemism. Agro-biodiversity includes two breeds of buffalo, eight of cattle, one of yak, 25 of goat, and 28 of sheep.

3. Occupying an area of about 600,000 ha between Karachi and the Desert of Kutch, the Indus Delta is the world's seventh largest delta. The Delta harbors one of South Asia's largest mangrove forests, extensive artisanal fisheries, coastal wetlands, and coastal tidal creek systems. Socio-economic and environmental indicators of Indus Delta are low, with low levels of education and health care, high food insecurity and shrinking community livelihood - sources characterized by the loss of critical ecosystem services due to ongoing environmental degradation. Agriculture and fishing are two important livelihood sources in this region, where agriculture employs more than 60% of the labor force. About 135,000 people depend directly on the Delta's globally significant mangrove ecosystems for their sustenance and support, including fishing, shrimping and fuelwood. Many more tens of thousands of people in and near the Delta depend upon the mangrove's ability to nurture healthy coastal fisheries.

4. Pakistan's network of 225 protected areas (PA) consists of 14 national parks, 99 wildlife sanctuaries, 96 game reserves, and 16 unclassified (private/proposed). The total area covered by PA is 9,170,121 ha or 10.4% of the total land area. The majority of Pakistan's PAs were created in the 1970s. Though the target of enhancing the percentage of PA coverage to 12% has been nearly achieved, insufficient attention has been paid to ecological criteria and the requirements of neighboring communities. Pakistan has 19 designated Ramsar sites; one of which is recognized as a UNESCO-MAB Biosphere Reserve. There are six Ramsar sites within Indus Delta.

5. The concept of community-managed PAs is gradually developing and maturing in Pakistan, and there are a small number of community-based models in the country. In recent years, the Government has supported incorporating community management into PA management practice. Specific valleys within Chitral Gol Park in NWFP and in National Parks in Northern Areas (NA) of Pakistan are being operated as community managed areas within existing PA, but the concept has yet to gain momentum in Pakistan and lacks a range of models needed to prove the concept. Other trends in law and policy bode well for the continued development of community-based management of biodiversity. Wildlife laws empowering

local communities to work with government in joint wildlife management have been adopted recently, such as the NWFP Wildlife Law (2005) and the Punjab Wildlife Law (2007).

6. In terms of the CO and CO_2 related emissions within the overall GHG emissions of country, the energy sector is the top contributor with carbon dioxide emissions as highest among the direct and indirect GHGs. Most of the energy is consumed at the household and the community level. In the residential sector, most fuel was consumed for cooking, heating and lighting purposes. Stationary sectors are the highest emitter of CH_4, of which 98.4% is residential sector at household and community level primarily due to the combustion of biomass for domestic purposes. Almost 85% of rural households use wood and woody biomass for cooking. Twenty-five percent of Pakistan's total energy consumption comes from biomass, contributing to 47% of all GHG emission of the country. Almost 100% of biomass energy consumption and consequent emissions are at the rural and small urban community level.

7. Energy use in the housing and building sector at community level is growing more rapidly than other sectors of the economy. Thirty-five percent of the 22 million housing units in the country are in the small urban areas and 300,000 units are being built each year. The housing sector in Pakistan is energy intensive in production of building materials and in energy use (heating and cooling requirements), and because of heat loss through inefficient material and designs. The residential sector in Pakistan is one of the largest consumers of fuel outside the energy sector. Of the total energy usage in the country, 13% is used in construction material manufacturing (cement, bricks and steel) used in 95% of all urban housing.

8. Energy conservation in the building sector at the community level also provides the most readily available opportunity to reduce GHG emissions through reduction of energy consumption in production of the building materials and encourage production of less energy intensive and more energy efficient materials. For example, Compressed Earth Blocks (CEBs) reduces CO_2 emissions by 40% and 85% in production compared to cement blocks and bricks respectively and has 70% better insulation value than cement blocks. Similarly heat exchangers, such as solar water heating, fuel efficient stoves, and improved insulation may reduce by 50% emissions in housing.

9. Forests in Pakistan cover 4.224 million hectares -- 5% of the total land area of 87.98 million hectares. If scrub forests are excluded, the total area of 'tall tree' forest falls to 2.4 million hectares of which 2 million have 'sparse' cover (patchy forests with less than 50% cover). More specifically, more than 50% of Pakistan's remaining mangrove forests, more than 66% of remaining riverine forests, and more than 90% of remaining coniferous forests have less than 50% canopy cover. Pakistan's woody biomass is declining at an annual rate of 5% (7,000-9,000 ha/year). This is the second highest rate of forest decline in the world. Consumption for fuelwood exceeds production in all the provinces, and at current rates could totally consume biomass within the next 15 years. 'Tall tree' forest in Pakistan with greater than 50% cover encompass less than 400,000 hectares and remaining fragmented and degraded forests are rapidly disappearing. In the last 20 years, mangrove cover has been halved, from 2,600 km^2 in the late 1970s to 1,300 km^2 in the mid-1990s, resulting in the fragmentation and degradation of mangrove ecosystems and their critical services for local communities in the Delta region.

10. One of the primary drivers of the continuing loss, fragmentation and degradation of natural habitats in Pakistan is unsustainable land and resource use at the local community level. This is affecting forests, rangelands, freshwater and coastal/marine ecosystems. Of equal concern is the continuing decline in many native species of animals and plants. Some of the underlying causes of this biodiversity loss in Pakistan at the community level include a failure to assign full value to ecosystems and their ecosystem services; inequity in the ownership, management and flow of benefits from both the use and conservation

of biological resources; deficiencies in knowledge and its application; legal and institutional systems that promote unsustainable exploitation; and the steadily narrowing spectrum of traded products from agriculture, forestry and fisheries. A principal cause of ecosystem degradation is poverty. Approximately 35 million inhabitants across Pakistan (approximately 2 million within the Indus delta) live in extreme poverty, contributing to environmental degradation and loss of biodiversity. Poor people need ecosystem services to survive: rural people cut trees to use or sell firewood; migrants live as squatters on protected land; slash-and-burn agriculture expands as a result of population growth and low soil productivity; and animals and plants are collected for consumption. This pressure will only increase with Pakistan's increasing population. In Pakistan's rural areas, "biodiversity management" requires effective "people management" in the form of sustainable livelihoods and effective engagement. Equally important, Pakistan's huge rural population is critical to any effort to reduce Pakistan's GHG emissions.

The Baseline Project and the Problem the Project Seeks to Address:

11. The baseline project is comprised primarily of NGO and CBO implemented programs in Pakistan relevant to biodiversity and climate change. NGO and CBO in-kind co-financing from such programs forms the bulk of this project's co-financing and this GEF investment is designed to complement and be additional to this baseline project described and quantified below.

12. There is a core group of approximately 20 larger more well-established NGOs who will be partners under this GEF project and whose existing programs will provide part of "baseline project" that the incremental GEF investments will strengthen, resulting in improved global benefits under GEF's biodiversity and climate change (and cross-cutting capacity development) focal areas. These NGOs have an average portfolio value of US$3 million for a combined portfolio value of US$60 million.

13. These NGOs are engaged in flood damage rehabilitation and restoration work currently ongoing in Pakistan after large and destructive 2010 flooding of the Indus River and its tributaries. As such, these NGOs are implementing multi-sectoral initiatives related to this GEF project's priority areas of intervention. Examples of these baseline project initiatives include: housing construction, livelihood improvement through training and skill development, agricultural productivity restoration, solid and liquid waste management, and awareness raising in areas related to climate change and adaptation to climate change.

14. A second important group of approximately 90 smaller NGOs and CBOs will be partners under this project. These NGOs/CBOs have an average portfolio value of US$0.075 million, for a total portfolio value of $6,750,000/year. Most of these NGOs/CBOs are working in one geographic region or district at the local village level. They too are implementing multi-sectoral projects related to this GEF project's priority areas of intervention. They are engaged in helping communities recover socially and economically from the 2010 floods, including housing construction at the local village level, helping people restore and improve their livelihoods through training and skill development, and local structural solutions to flooding and capacity development and trainings of the community members.

15. This second group of smaller NGOs have lower budget resources and are more isolated than the larger NGOs. Consequently, they also have lower levels of capacity, knowledge and awareness, particularly in newer areas such as restoring ecosystem services and in designing projects to achieve multiple benefits through an integrated approach – for example, by restoring a mangrove forest to aid in flood prevention and mitigation, benefits would include improved fisheries, strengthened resilience to coastal flooding, and improved management of biodiversity resources. In another example, local NGOs are engaged in restoration of farmlands and forests destroyed by the floods, but little landscape scale

perspective is brought to this work nor is there expertise on how to maximize multiple benefits from such work.

16. The total value of this baseline project is US$66,750,000. GEF resources will enable this baseline project to more effectively focus upon and address key challenges to empower community development while also generating global environmental benefits in biodiversity and climate change (adoption of energy efficient technologies in the building sector, increased CO2 absorption). Co-financing from this baseline will be used gather up of lessons learned, and the GEF funding will incrementally make that effort stronger through the introduction of new skills, practices and technologies through demonstration activities at additional sites. Co-financing will also be used to continue organizing community-based training for key stakeholders; GEF financing will provide critical additional support for cross-cutting capacity development and knowledge management that will fill a critical gap in the existing baseline project by strengthening and expanding the network of NGOs and government partners to enable the replication of consolidated approaches for biodiversity conservation and climate change mitigation.

Barriers:

17. Despite the baseline projects described above, the effective participation of communities in achieving global and national biodiversity and climate change benefits is hampered by a number of constraints and/or barriers. These are described below.

18. **Barrier 1:** ***Inadequate experience and effectiveness in community-based biodiversity conservation.*** Biodiversity conservation at the community-level in Pakistan is hampered by ineffectively managed community Protected Areas (PAs). Communities lack the capacity and experience with how to measure and thus improve management effectiveness. None of the existing PA categories in Pakistan make allowance for participatory community management by communities, and they lack PA management plans. Historically, wildlife laws did not provide an adequate framework for management. The laws gave authority for PA management to the provincial wildlife departments, but gave no authority to these departments over the management of adjacent areas. Development activities in areas adjacent to PA often conflicted with biodiversity conservation and local communities have rarely had any role in the management of PA. Consequently, local communities either continue to disregard PA provisions leading to degradation of the PA or conflicts have arisen where those provisions are enforced against local communities' interests.

19. At the community level, while ecosystem services are critical to communities' well-being, the concept of valuing these services is unknown, which undermines support for community-based PA. In addition, at the community level, where the Pakistan SGP works, biodiversity is inextricably intertwined with livelihoods and yet communities lack the experience of how to mainstream biodiversity management objectives into sustainable development/productive sector work. This includes practical aspects of technical know-how and basic scientific information to enable improved management of resources such as forest and mangroves (regeneration and management), or grazing management. Known options for sustainable livelihood, and thus sustained management, are often limited, sometimes leading the fragile ecosystem of that particular community to further depletion and degradation. Capacities of communities and civil society organizations to address environmental issues, increase knowledge and awareness of environmental threats, and provide financial leverage to overcome these issues is also a barrier in environmental conservation and sustainable development of community managed protected areas.

20. **Barrier 2:** ***Community-level constraints to producing, purchasing and using less energy intensive and more energy efficient building materials and to effectively managing forest restoration*****.** Significant energy and emissions savings from improved building design are achievable at minimal costs and with

relative ease, but these facts are not well known at the community-level in Pakistan, resulting in inefficient use of energy (and excess GHG emissions) in the housing construction sector. Local communities are constrained in their efforts to produce, purchase and use less energy intensive and more energy efficient building materials and designs by a number of relevant barriers, including:

a. low level of awareness. People generally are not aware of the importance and advantages of EE building techniques and are not able to access up-to-date information regarding socio-economic and environmental benefits of EE building practices. This includes inadequate valuation of resources to highlight cost-effectiveness of energy efficiency and poor availability of reliable baseline data.
b. absence of technical backstopping in the utilization and employment of EE techniques, and absence of mechanisms that would promote and support the marketability of EE products and technologies.
c. difficulty accessing best practice on producing and using environmentally efficient building materials (such as earthen blocks) and building designs.
d. lack of local efforts to develop and support entrepreneurs interested in the energy service business;
e. absence of mechanisms to incorporate energy and environment considerations in local government development planning processes;
f. weak civil society institutions to provide technical backstopping and continuous social support such as training, awareness-raising and joint promotion of EE technologies for outreach, replication and adoption;
g. lack of supply-demand structures at local level, training of sales persons, as well as facilitating manufactures on EE products sales and distribution systems; and
h. lack of easily accessible information documentation and application as it relates to the generation and dissemination of products and technologies for socio-economic and environmental benefits targeting stakeholders such as local communities, government, NGOs, and industry.

21. In many village areas, forestlands have been cut for firewood and transformed in into grazing or agricultural lands which often become barren due to over use, negating any development benefit and drastically reducing carbon stocks. Communities lack the necessary skills and knowledge to bring to bear the full suite of appropriate organizational and low carbon technology interventions to reduce pressure on forest areas and enable restoration of forestlands.

22. **Barrier 3.** ***Weak community-level organization, planning and management capacities and community-oriented tools.*** Although Pakistan's policy of devolution is placing more emphasis on community-based management solutions for biodiversity and natural resources, the capacity of local communities to do so effectively is low. This is due in part to the predominant government policy of many decades to centralize control over natural resources. Important conceptual and practical tools and methods have yet to be elaborated and effectively utilized in communities across Pakistan. For example, key economic arguments for sustainability remain unfamiliar to most local communities in Pakistan, hampering efforts to justify allocation of scarce resources to critical capacity building efforts. Local level governments have insufficient information on the full value of ecosystem services provided by healthy ecosystems. The real cost of land and resource degradation is very high for local people in Pakistan but this cost has yet to be ascribed to the value of healthy ecosystems. Networks and partnership platforms for capacity building are not well developed and there are few vertical and horizontal capacity building opportunities available to rural and small urban communities. Local producer and community-based organizations are poorly developed with limited opportunities for training through a systematic capacity building program in sustainable resource management, even through simple, cost-effective peer-to-peer approaches. For example, shrimp fishermen receive no extension support or training in sustainable mangrove management, and livestock grazers receive no support in sustainable grazing practices.

Project Strategy

23. The Project: The GEF funded alternative to the baseline will address barriers to community-based biodiversity conservation and climate change mitigation. In doing so, the project will support measures to improve community-based management of PA, mainstream biodiversity management objectives into community-level land and resource management planning, and support measures to avoid GHG emissions by improving the adoption of energy efficient and renewable energy technologies and sequester Carbon by restoring natural forests through community-based efforts. In recent years, SGP Pakistan has focused on the Indus Delta in order to maximize the programme's cost-effective delivery of community level investments, processes and tools. This project's strategy is to build on this by consolidating past gains in community-based conservation and sustainable development and scaling-up efforts to reach more communities across the Indus Delta region, and in other parts of Pakistan.

24. The Objective: The project's objective is to ensure a mosaic of land uses and community practices across the rural landscape (including small urban cities) that provide sustainable livelihoods while generating global benefits for biodiversity and climate change mitigation. The project will engender a shift from unsustainable practices to sustainable practices as detailed in the table below:

Current Practice	Alternative to be put in place by the project	Expected Benefits
PA management not sustainable due to low level of local community involvement.	Community-based PA management plans put in place in four different PA. Results based management (METT). Guidelines and mechanisms for civil society engagement in PA management with respect to resources important to local communities.	• Management improved in at least four community-based PA (METT Scores). • Four globally significant species and habitats conserved through community conservation efforts
Land and resource management at local level does not incorporate biodiversity management objectives, leading to losses in critical levels of biodiversity, reduced ecosystem function, and a loss of ecosystem services.	Biodiversity management objectives mainstreamed into community land-use and resource-use management plans, incorporating such sustainable practices as: - Fish spawning refuges; fishing season restrictions to enable reproduction. - Species harvest prohibitions based upon local traditions/knowledge. - Sustainable forestry practices applied to maintain balance of species/habitats. - Mangrove forest utilization plan with rotating cutting and new forest planting program.	• At least 4 community-level land use plans incorporating biodiversity management objectives and ecosystem services valuation. • Improved management of three rural landscapes incorporates biodiversity objectives across 15,000 ha. • Improved management for biodiversity conservation of 15,000 ha of mangrove systems.
Energy efficient technology adoption at small urban and rural community levels low and hampered by poor access to best practice information and cutting edge practical technologies.	100 CBOs/NGOs capacitated to design and build low-carbon housing and use EE material Demonstration of 10 EE products and technology business plans as income generating activities. 3,000 individuals trained in manufacturing	▪ At least one knowledge platform on energy efficient technology adoption established to share lessons learned among CBOs and CSOs in Pakistan. ▪ For detailed explanation of calculations for avoided CO_2 emissions from use of energy efficient building materials, please see Annex F.

Current Practice	Alternative to be put in place by the project	Expected Benefits
	and producing EE products and technologies. Awareness raising of 50 (public, private, NGO) organizations of socio-economic benefits of EE products and technologies.	
Renewable energy technology adoption rate is low in a typical Sindh household, resulting in most wood burning stoves being of the traditional "three-stone fire" design. Three-stone stoves do not merely convert fuel carbon into CO_2. Because of poor combustion conditions, such stoves divert a significant portion of fuel carbon into products of incomplete combustion or PIC (*e.g.* CO, CH_4, N_2O), which have greater climate impacts than CO_2.	Fuel-efficient stoves adopted by 25,000 households by end of project.	▪ For detailed explanation of calculations for avoided CO_2 emissions from use of renewable energy technologies (apart from fuel efficient stoves explained below), please see Annex F. ▪ Reduced GHG emissions of 187,500 tCO_2e from fuel-efficient stove adoption over 5 years. Calculation: *For example. The typical household in rural Sindh uses the simple "three stone fire" stove design for cooking and other heating requirements. A fuel-efficient stove such as a rocket stove can save or avoid 1.5 tCO_2e emissions per stove per year (assuming non-sustainable harvesting of biomass)[1]. In case of this project, if 25,000 fuel-efficient stoves are installed in homes, this alone will save 37,500 tons of avoided tCO_2e /year. Assuming a lifespan of 5 years, that totals 187,500 tCO_2e.*
Illegal logging for fuel wood; Grazing in forests; Focus on plantations and not rehabilitation of natural forests.	Five community level initiatives for community forest restoration, focusing on such sustainable forest management practices as: - forest exclusion zones; - reducing wood collecting pressures; - limit grazing in forest; - restoration of degraded community forests	- Carbon sequestration through forest restoration across 5000 ha: 138,000 tonne C, which = 506,460 tCO_2. Calculation: 5,000 ha afforested. Tropical dry forest (tdf) = 6 tonne d.m./ha/yr[2] Carbon fraction for tdf = 0.46 tonne C/tonne d.m. 5,000 ha x 6 tonnes/d.m./ha/yr = 30,000 tonnes/dm/yr x 0.46 tonne C/tonne d.m. = 13,800 tonne C/yr x 10 yrs = **138,000 tC.** 138,000 tC x 3.67 = **506,460 t CO_2.**

[1] MacCarty, N., *et. al*. 2008. "A laboratory comparison of global warming impact of five major types of biomass cooking stoves." Energy for Sustainable Development. Vol XII. No. 2. June 2008. Reference in particular to Table 7.

[2] Above ground biomass growth in tropical dry forests is 6 tonnes d.m. ha-1 yr-1, Table 4.5**.** Forest C stocks in the tropical dry forest calculated using default value of 0.46 tonne C/tonne of dry matter (dm). 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Tables 4.3-6.

25. The Solution: The proposed project is designed to continue filling the "community gap" in the large baseline projects described above and to enable stakeholders to overcome the three barriers preventing stakeholders from achieving the objective, which is to ensure a mosaic of land uses and community practices across the rural landscape that provide sustainable livelihoods while generating global benefits in terms of biodiversity conservation, reduced greenhouse gas emissions and increased carbon storage. The project is designed to meet its objective through the implementation of three components. Implementation work under all components will be designed to achieve synergies that lead to both sustainable use and global benefits. For example, adoption of low carbon technologies will reduce pressure on forests, enabling restoration of forestlands (see Component 2).

26. The project seeks to build upon the large baseline with targeted strategic support for community-level initiatives to conserve biodiversity in community-based PA and productive landscapes and to transfer innovative energy efficient and renewable energy technologies that will help to secure both global environmental benefits (biodiversity and climate change) and sustainable development benefits for communities across Pakistan.

27. Individual small grant projects will contribute concrete outputs to the achievement of three inter-related components and respective outcomes: I) Improved sustainability of protected areas (PA) and biodiversity mainstreamed in landscapes and seascapes of Pakistan's Indus Delta; II) Demonstration, deployment, and transfer of renewable energy and energy efficient technologies and approaches, and promotion of conservation and enhancement of carbon stocks; and; III) Cross Cutting Capacity Development and Knowledge Management.

28. The majority of individual grants funded under this project will contribute to the achievement of the main project objective indicators and targets included in the project results framework in Annex A.

COMPONENT I: IMPROVED SUSTAINABILITY OF PROTECTED AREAS (PA) AND BIODIVERSITY MAINSTREAMED IN LANDSCAPES AND SEASCAPES OF PAKISTAN'S INDUS DELTA

29. Component 1 seeks to conserve biological diversity by improving the sustainability of community-based PA and mainstreaming biodiversity conservation objectives into community land-use practices. Project work under this component will support two main outcomes. The main outputs include the development and application of community based management plans of PA sites along with pilot community based initiatives for species and habitat rehabilitation efforts; and development of guidelines and frameworks for community stakeholder engagement in management of PAs. With respect to mainstreaming of biodiversity management objectives into the rural landscape, key outputs include: restoration of mangrove forest ecosystem services through community managed mangrove reforestation using the "hurri' system (sustainable forestry). This experience will then be replicated/scaled up across five other priority forest types in Pakistan. And finally, the project will support mainstreaming through the development and application of community based land use management plans for four priority rural landscapes.

Outcome 1: Improved management effectiveness of Protected Areas

30. Baseline: Pakistan is divided into three hydrological units: the Indus Basin (70% of the country), Baluchistan's Kharan desert, and the Makran Coast. Occupying an area of 600,000 ha, the Indus Delta is

the world's seventh largest. The Delta harbors one of South Asia's largest mangrove forests, extensive artisanal fisheries, coastal wetlands, and coastal tidal creek systems. Socio-economic and environmental indicators of the Indus Delta are low, with low levels of education and health care, high food insecurity and shrinking community livelihood sources characterized by the loss of critical ecosystem services due to ongoing environmental degradation. Agriculture and fishing are two important livelihood sources in this region, engaging more than 60% of the labor force. About 135,000 people depend directly on the Delta's globally significant mangrove ecosystems for their sustenance and support, including fishing, shrimping and fuel wood. Many more tens of thousands of people in and near the Delta depend upon the mangrove's ability to nurture healthy coastal fisheries.

31. The Government of Pakistan (GoP) recognizes the importance of creating the conditions and incentives for biodiversity conservation at the local community level, but the process of actually *doing* this has been hampered for decades by a lack of home-grown best practice models and effective replication of those models for community-based PA management and the mainstreaming of biodiversity management objectives into local land and resource use planning and practice.

32. The concept of community-managed PAs is gradually developing and maturing in Pakistan, and there are a small number of community-based models in the country. Fifty-four percent of Pakistan's protected area (PA) estate (4,152,000 ha) is comprised of "Areas Managed for Sustainable Use and Unclassified Areas" (Category VI and "other"). However, the majority of budgetary resources for biodiversity conservation are spent in the Nature Reserves (Category I and II), which comprise only 714,000 ha, less than 10% of the PA estate, and on traditional wildlife management for a small number of high-profile species. Little to no funds are spent on local community-based PA management or on mainstreaming of biodiversity into community-level development decision-making.

33. In recent years, the Government has supported incorporating community management into PA practice. Specific valleys within Chitral Gol Park in NWFP and in National Parks in Northern Areas (NA) of Pakistan are being operated as community managed areas within existing PA, but the concept has yet to gain momentum in other parts of Pakistan. Other trends in law and policy bode well for the continued development of community-based management of biodiversity both within and outside of PA. Laws empowering local communities to work with government in joint wildlife management have been adopted recently, such as the NWFP Wildlife Law (2005) and the Punjab Wildlife Law (2007).

34. Alternative: Individual grants will contribute to the achievement of the three outputs under Outcome 1 by helping to overcome the key barriers to community based biodiversity conservation. Those are:

- Inadequate experience and effectiveness in community-based biodiversity conservation.
- Inadequate capacity for measuring and improving management effectiveness of community PA.
- Conflict between PA objectives and development objectives in lands contiguous to the PA.

35. Individual grants under Outcome 1 will contribute to generating the global benefits and Indicators of Success as highlighted in this project's results framework at the outcome level:

- Improved management of four PAs (METT Scores increase by 30%) provides increased protection of globally significant species and habitats in Indus Delta, Baluchistan & Himalayan region.
- Four globally significant species improved (#s and condition) through community-based conservation efforts. [Balochistan Black Bear, *Ursus thibetanus gedrosianus* (endemic, critically endangered); Marsh Crocodile *Crocodylus palustris palustris* (Vulnerable); Woolly Flying Squirrel, *Eupetaurus cinereus* (endemic, endangered); Chiltan Markhor/Flare-horned Markhor, *Capra falconeri falconeri*, (endangered)]

36. Types of activities that will take place under each output: The project will convene stakeholder working groups in each of the project's three geographic areas of grant making (Indus Delta; Balochistan; Himalayan region) within which the SGP has extended networks of CBOs, communities and NGO partners. In each of these workshops, priority rural landscapes will be identified within which grants will be funded under Outcomes 1 and 2 (Component 1) to generate the three outputs under Outcome 1 and the three outputs under Outcome 2 and associated indicators.

Output 1.1 Four community based management plans under implementation in at least 4 PA.

37. Activities funded under this output will focus upon either established existing larger protected areas for which a community or co-management component needs to be developed or smaller protected areas of global significance for which no management plan has yet been developed. Key partners will be the line departments of wildlife and environment at the provincial Ministries of Environment (PMoE). The project will use rapid participatory assessment techniques to diagnose the status of each protected area in order to serve as a baseline for the elaboration of community-based management plans in these areas. The grants to conduct this management planning will be allocated to CBOs, communities and/or NGOs with demonstrated technical competence and a track record in participatory planning methods and local natural resource management.

Output 1.2 Four pilot community based initiatives for species conservation within PAs.

38. Grantees will establish benchmarks and be helped to conduct baseline surveys for generating inventories of local biodiversity. Activities funded under this output will focus on practical, simple measures to be taken to reduce pressure upon priority species and/or conserve the critical habitat (nesting, spawning, etc.) of priority species. Capacity-building efforts will promote the preservation and application of traditional and indigenous knowledge and practices relevant to the conservation and sustainable use of priority species and ecosystems and related biodiversity. Key partners of grantees will be the wildlife departments of respective PMoE.

Output 1.3 Guidelines and mechanisms for civil society engagement in community managed PA regarding water, irrigation, fisheries and other resources.

39. The emphasis for activities under this output will be upon practical, clear, implementable "how to" guidelines and mechanisms for enabling CBOs and NGOs to engage in PA management work, including areas of interest such as water, fisheries, forestry, or tourism. Work to generate these guidelines and mechanisms will be led by an international expert in community-based PA working closely with a national expert on PA management through an open, participatory process. This work will build upon UNDP's considerable experience worldwide with PA management work and particularly community-based PA work.

Outcome 2: Increased area of sustainably managed biodiversity in community-managed landscapes and seascapes

40. Baseline: In the baseline scenario, one of the primary drivers of the continuing loss and degradation of biological diversity in Pakistan is unsustainable land and resource use at the local community level in the productive landscape. This is affecting forests, rangelands, freshwater and coastal/marine ecosystems. Of equal concern is the continuing decline in many native species of animals and plants. Some of the underlying causes of this biodiversity loss in Pakistan at the community level include a weakening of

customary community responsibilities for the use of natural resources caused in part by the disempowerment of local communities, through state intervention in the management of community forests and other resources such as fisheries. This has also increased the inequity in the management and flow of benefits from the use and conservation of biological resources. Other causes include a failure to assign full value to ecosystems and their ecosystem services; deficiencies in knowledge of improved practices and how to apply them, and gaps in local community-level capacity that allow unsustainable exploitation.

41. Pakistan's devolution policy gives local District governments the authority to elaborate local land use and resource use plans. This outcome builds upon this trend within Pakistan's environment and natural resource regulatory framework of increasing emphasis on mainstreaming environmental concerns into productive sector practices with an emphasis on the community level. The project is aligned with the National Environment Policy 2005-10, which recommends creating incentives for community participation in biodiversity conservation and emphasizes sustainable use and benefit sharing. The Rural Development Strategy priorities on environmental sustainability and the objectives of the 10th Five Year Plan (2010-15) include improving the integration of "environment" into development planning. Combined, the two trends of community-based management and mainstreaming provide a baseline upon which this project seeks to build with targeted strategic support for community-level initiatives to conserve biodiversity in community-based PA and productive landscapes.

42. Alternative: Individual grants will contribute to the achievement of the three outputs under Outcome 1 by helping to overcome the key barriers to community based biodiversity conservation. These are:

- Development activities in areas adjacent to community conservation areas are in conflict with PA objectives.
- Communities lack the experience of how to mainstream biodiversity management objectives into sustainable development work at the local level.
- Concept of valuing ecosystem services is unknown.
- Strengthening basic technical know-how and basic scientific information to enable improved management of resources such as forest and mangroves or pastures.
- Sustainable options for existing livelihoods (fishing, grazing, etc.) are unknown.

43. Individual grants under this will contribute to generating the global benefits and Indicators of Success as highlighted in this project's results framework at the outcome level:

- Improved management of three rural landscapes incorporates biodiversity objectives across 15,000 ha.
- Improved management for biodiversity conservation of 15,000 ha of mangrove systems.

Output 2.1 Four community based land use management plans for at least 4 rural landscapes for better spatial and resource utilization.

44. Small grants projects funded under this output will strengthen local coordination mechanisms among the provincial Forest Department, district and community governments and NGOs. District and community-level partnerships to elaborate sustainable land-use plans for district areas will be strengthened. Small grants projects under this output will be funded to work in the landscape surrounding community PA projects to maximize critical synergies among institutions and actors. For example, biodiversity-friendly rural landscape management planning will be funded in areas around community PA to reduce pressure and enable more effective community PA management.

Output 2.2 Improved ecosystem services of mangrove reforestation at 3 sites (5,000 hectares each) benefit 65,000 people.

45. Small grants projects funded under this output will enable local fishermen's associations to restore the ecosystem services of targeted areas of mangrove systems to enhance local fishing resources. Other types of possible eligible activities under this output include providing expertise and seed funding for mangrove-dependent communities to increase mangrove forest cover in target areas. This would likely include capacity building of local communities in developing nurseries and sustaining and protecting mangrove areas. These kinds of projects will be aligned to support the effective implementation of appropriate forest law and regulation and to promote and strengthen community forest management practices. Such projects would work closely with local Forest Departments to complement the existing baseline projects in the area and to enhance community ownership over forest resources and their role in mangrove conservation. Other types of eligible activities under this activity will promote the sustainable use of existing mangrove forests and increase mangrove forest cover to protect mangrove biodiversity and increase local community awareness as to the value of mangrove ecosystem services.

Output 2.3 Replicated mangrove experiences in other priority forest types increase livelihood opportunities through sustainable forestry/reforestation at 5 sites.

46. Activities funded under this output will be the result of adaptive management: they will be funded based upon the project's ongoing monitoring and evaluation of mangrove restoration initiatives under Output 2.2. The successful approaches will be transferred to new small grants funded under this output with lessons learned incorporated and customized to other forest types such as the threatened juniper forests of Balochistan or the threatened riparian forests of the Indus Delta. Proposals that reach out to new communities to improve management in new areas and that emphasize and draw upon peer-to-peer training and learning opportunities from projects funded under Outputs 2.1 and 2.2 will receive priority funding. Proposals from CBOs/NGOs that are designed to learn from projects funded above and replicate these lessons are the types of small grants that will be funded under this output.

COMPONENT 2: DEMONSTRATION, DEPLOYMENT, AND TRANSFER OF RENEWABLE ENERGY AND ENERGY EFFICIENT TECHNOLOGIES AND APPROACHES, AND PROMOTION OF CONSERVATION AND ENHANCEMENT OF CARBON STOCKS.

47. Component 2 seeks to reduce GHG emissions and increase carbon storage by demonstrating, deploying, and transferring innovative low-carbon and energy efficient technologies and approaches that in part will reduce pressure on forestlands and enable restoration of community forests. Project work under this component will support the increased adoption of low-carbon and energy efficient technologies at community level and the increase of carbon stocks through forestland restoration using native species. For example, Output 1.2, focusing on fuel-efficient stoves, will be implemented in the same areas where forest restoration activities will be undertaken (Component 2, Output 2.1).

48. Main outputs will include the promotion of solar energy products in local households, including solar water heaters and lanterns. Waste systems will also be low-cost, appropriate technology, such as home-based bio-gas pits. Outputs will also include scaling up support to the use of fuel-efficient stoves (FES) in rural households and supporting municipal waste reduction through increased bio composting in local communities. Other outputs under Component 2 will include strengthened NGO and CBO capacity in design and construction of low-carbon housing and use of EE material in local buildings; strengthened capacity of artisans and craftsmen in manufacturing and production of EE products and technologies for local applications; increased awareness of public, private, and non-governmental organizations regarding

the socio-economic and environmental benefits of EE products and technologies, and a database/ repository of the technology applications and deployment for technology transfer and use.

49. In order to establish a credible system with clear processes and protocols for estimation of avoided emissions from EE technologies, forest and land based emission reductions, an MIS system to process information, data transfer and custody systems backed by on-site data collection tools and protocols will be set up. To support this, a carbon monitoring expert has been budgeted for.

Outcome 1: Increased adoption of energy efficient technologies in community-based industry and the building sector

50. Baseline: The GoP recognizes the critical importance of Pakistan's huge rural population to any effort to reduce Pakistan's GHG emissions. However in the baseline scenario, most efforts to reduce GHG emissions in Pakistan will focus on the "low hanging fruit" of large-scale industrial operations, not community-level initiatives to improve access to energy efficiency and renewable energy knowledge and technology.

51. Energy use in the housing and building sector at the community level is growing more rapidly than other sectors of the economy. Thirty-five percent of the 22 million housing units in the country are in the small urban areas and 300,000 units are being built each year. The housing sector in Pakistan is energy intensive in production of building materials and in energy use (heating and cooling requirements) because of inefficient material and designs. The residential sector in Pakistan is one of the largest users of energy in the country with 13% of total energy used in construction material manufacturing (cement, bricks and steel).

52. Energy conservation in the building sector at the community level also provides the most readily available opportunity to reduce GHG emissions through reduction of energy consumption in production of the building materials and encourage production of less energy intensive and more energy efficient materials. For example, compressed earth blocks (CEBs) reduce CO_2 emissions by 40% and 85% in production compared to cement blocks and bricks respectively and has 70% better insulation value than cement blocks. Similarly heat exchangers, such as solar water heating, fuel efficient stoves, and improved insulation may reduce emissions in housing by as much as 50%.

53. Alternative: Local communities are constrained in their efforts to produce, purchase and use less energy intensive and more energy efficient building materials and designs by a number of relevant barriers. Individual grants will contribute to the achievement of the five outputs by helping to overcome the key barriers to community based adoption of energy efficient building materials. Those are:

- Inadequate awareness at local community level of the benefits to be secured through the use of energy efficient building materials.
- People are not able to access up to date information regarding these materials and their benefits.
- Total absence of technical backstopping in utilizing and employing EE techniques and absence of mechanisms that will promote and support the marketability of EE products and technologies.
- Little to no knowledge of how to make and utilize technologies such as compressed earth blocks.
- Poor development of supply-demand structures and marketing linkages at local levels to support sales and distribution of EE materials.

54. Individual grants under this component will contribute to generating the global benefits and Indicators of Success as highlighted in this project's results framework at the outcome level:

- At least one knowledge platform on energy efficient technology adoption established to share lessons learned among CBOs and CSOs.
- Avoided GHG emissions of 191,333 tCO2e by end of project (see Annex F for calculations)
- 5,000 ha of restored tropical dry forest sequesters 138,000 t Carbon over ten years (or 506,460 tCO2e).

55. Types of activities that will take place under each output: Work under Outcomes 1 and 2 of Component 2 will build upon the SGP's experience to date with energy efficient building materials and renewable energy. To enhance sustainability of these initiatives, every project on energy efficiency and renewable energy will be required to have a component to develop the supply chain and train local artisans and mechanics for repair and maintenance of these technologies. To create local supply chains, local vendors are motivated and assisted to sell these selected EE and RE products at the grass roots level by introducing them to the profit potential of selling such products as well as the long-term benefits of being associated with cutting edge, green technology. Marketing and communication links will be created between the local shopkeeper(s) and the renewable technology vendor(s) in larger cities to create new local supply chains.

Output 1.1. 100 CBOs and NGOs trained to design and build low-carbon housing and use EE material.

56. Work under this output will build upon SGP Pakistan's successful energy efficient housing work in the past, including the government co-financed $2.5 million "Benazir Housing Project" and the energy efficient, disaster resistant and cost-effective housing solutions recognized by the Global South-South Expo 2009 in Washington DC. A key element of the small grants to be funded under this output will be the active participation of the communities and their small locally based organizations. This has proven to be very successful in replication of new housing construction practices on a large scale.

57. Small grants will be targeted to existing housing expert partners of SGP under up to five grants to elaborate and implement "hands on" training modules for 100 NGOs and CBOs on: 1) the production of energy efficient building material; and 2) the use of this material (CEB, adobe and rammed earth) through the design and construction of energy efficient buildings/housing models. This effort will focus upon empowering these 100 local CBOs and NGOs to provide technical backstopping in the use of EE materials and become "social-builders", who in turn train artisans, masons and semi skilled laborers under their grant. This training, combined with ongoing technical backstopping for participating NGOs and CBOs will lead to additional human resource development of at least 3,000 artisans, masons and semi-skilled laborers, who will then mainstream the new housing techniques into local construction practices.

58. The content of training modules and the training schedule will be part of the project proposal and reviewed and approved by the NSC. The involvement of Planning and Development Departments (P&D) at Provincial and District levels will be a high priority in order to maximize the mainstreaming of such housing practices, into future government housing ventures.

Output 1.2 Demonstration of EE products and technology business plans as income generating activities.

59. Demonstration structures will be built under the training program above and used under this output to profile the range of business opportunities afforded to local communities by the adoption of these new EE building materials and designs. Grants projects funded under this output will support training of local entrepreneurs, vendors, mechanics and contractors, at the sales, service and maintenance entry points. This will be part of the project's work to develop and support entrepreneurs interested in the energy

service businesses through the provision of hands-on training and support in business planning for production and use of EE building materials.

60. Activities will be funded to create and sustain mechanisms that will promote and support the marketability of EE products and technologies with respect to sales, service and repair, and post-distribution maintenance. This will be done in a way that simply builds incrementally upon existing local retail and wholesale marketing channels for traditional building materials by reaching out to local vendors in grantee areas to initiate and sustain the EE materials supply chain and to ensure that these products are locally available. Local P&D offices will be key partners in this work as will the private sector. Activities will be funded that incorporate energy and environment considerations in the local government development planning processes as one step in creating and strengthening local markets for EE materials and to catalyze the manufacturing of EE products locally.

Output 1.3 Awareness raising of 50 (public, private, NGO) organizations regarding the socio-economic benefits of EE products and technologies

61. Grants funded under this output will focus upon increasing the awareness of targeted organizations in the public, private and non-governmental arenas as to the importance and advantages of EE building materials and design techniques. Activities will be results-oriented, first measuring existing ability of stakeholders to identify correctly the primary advantages of using EE materials and then after awareness raising, stakeholder abilities to correctly identify the advantages of EE building materials and techniques. Activities will be funded to make up-to-date information regarding socio-economic and environmental benefits of EE building practices readily available both online and through printed media. This will include materials that highlight the cost-effectiveness of energy efficiency and target local communities, District governments, communities, and the private retail, wholesale and building sectors. Activities will also focus on generating and providing baseline data about the current level of energy use in building material and design practices. This will be used to formulate cost-benefit information to support replication of efficient and renewable energy technologies.

62. Development of a resource center for technology application and transfer. At least one grant under this output will be in partnership with a University within the Indus Delta region to create an Energy Efficiency Resource Center to showcase EE products ranging from solutions for lighting to energy efficient low cost housing. Such a Resource Center will serve as a place for hands-on training for capacity development related projects. The small grant funded under this output will be a co-funded partnership, establishing the Center on a self-sustaining basis.

Outcome 2. Increased adoption of renewable and energy efficient technologies at community level.

63. Baseline: In terms of the CO and CO_2 related emissions within the overall GHG emissions of country, the energy sector is the top contributor. Most of the energy is consumed at the household and the community level. In the residential sector, most fuel was consumed for cooking, heating and lighting purposes. Stationary sectors are the highest emitter of CH_4, of which 98.4% is residential sector at household and community level primarily due to the combustion of biomass for domestic purposes. Almost 85% of rural households use wood and woody biomass for cooking and 25% of Pakistan's total energy consumption comes from biomass at the rural and small urban community level. This contributes 47% of national GHG emissions.

64. In an illustrative baseline scenario, most households in the Pakistani province of Sindh still use traditional "three-stone fire" biomass stove designs, which produce smoke, cause a variety of related

illnesses and provide poor combustion conditions. This typical "three-stone fire" stove emits approximately 1.5 tCO_2e more per year than would a more efficient type of biomass cooking stove, such as a rocket stove (assuming non-sustainable harvesting of biomass).

65. Renewable energy provides less then 0.05% of the national needs -- so negligible that it does not even figure in national power generation statistics. The GoP has set-up the Alternative Energy Development Board (AEDB) to promote alternative energy in the country. Though its mandate is to look at all alternative energy resources, their focus is mostly on medium-large scale solar and wind power generation and will remain so in a baseline situation.

Alternative:

Output 2.1 7,000 households using solar energy products.

66. The grants under this output will introduce and promote solar lanterns and solar modules. Small grants to up to 5 CBOs will mobilize 20 communities targeted in landscapes near the project's other biodiversity and reforestation initiatives to maximmize synergies between the use of energy efficient and renewable technologies and reduced impact on surrounding forests and ecosystems. The grants will be logically linked to one another to work in up to 20 communities to achieve the target of 7,000 households.

67. Each grant funded under this output may take a different approach to achieve adoption of solar energy. Some small grant projects may cover the risk of the private sector/vendor, where one household is paying in small installments because they are not able to pay fully up-front. In essence the SGP grantee works with the vendor to create a revolving fund that enables households to purchase solar products and pay in small affordable installments. This is one of the approaches that may be utlized by grantees under this output. Another small grant project may partner with a local solar technology manufacturing enterprise to enable lower income households to obtain solar technology. Another grantee may identify early adopter households in each community where these products will be demonstrated and use those households as peer-to-peer training and replication platforms.

Output 2.2 25,000 households using fuel-efficient stoves (FES) via up-scaling support.

68. Work under this output will scale up what SGP has already done with respect to FES. Grants will consolidate gains from past work and expand to new areas, again targeting villages located in the target landscapes of the project in the Indus Delta, Balochistan, and the Himalayan region in order to maximize synergies associated with reduced demand for firewood as a result of adopting the use of FES.

69. Small grants funded under this output will train existing community potters, blacksmiths and vendors. For example, in some communities, a women's coop may be making pots, and a grant project funded under this output would train these same women to make FES in order to increase their product line and create more jobs and benefits; and/or a village blacksmith could be trained to integrate the new FES into existing chimney design. In many cases, replication can happen from one trained household to a new household, with payment being in the form of money or goods and services.

Output 2.3 100,000 people in three urban areas with reduced municipal waste from increased bio-composting.

70. Depending on the need and co-financing partnership arrangements, at least three different cities or three different sections of a large city will be targeted under this output. Grants funded will likely:

- Establish a self-sustaining partnership mechanism with local muncipal authorities for sustainable environment friendly waste management
- Establish bio-composting units with extended waste-collection networks
- Explore establishment of small businesses to make and sell organic waste compost for fertilizer and utilize such an approach to create revenue based bio-composting businesses
- Orient and involve the mayor's office as well as other key community and government leaders
- Build capacity and motivation of the existing municipal staff for waste collection.

71. **Outcome 3. Carbon stocks increased through sustainable use of land, land use changes and forestry.**

72. Baseline: Forests in Pakistan cover 4.2 million hectares -- 5% of the total land area of 88 million hectares. If scrub forests are excluded, the total area of 'tall tree' forest falls to 2.4 million hectares of which 2 million have 'sparse' cover (patchy forests with less than 50% cover). In the baseline scenario, Pakistan's forests are under assault from millions of rural households that need cooking fuel. Pakistan's woody biomass is declining at an annual rate of 5% (7,000-9,000 ha/year), the second highest rate of forest decline in the world. More than 50% of Pakistan's remaining mangrove forests, more than 66% of remaining riverine forests, and more than 90% of remaining coniferous forests have less than 50% canopy cover. Consumption for fuel wood exceeds production in all the provinces, and at current rates could totally consume biomass within the next 15 years. 'Tall tree' forest in Pakistan with greater than 50% cover encompasses less than 400,000 ha, and the remaining fragmented and degraded forests are rapidly disappearing. In the last 20 years, mangrove cover has been halved, from 2,600 km^2 in the late 1970s to 1,300 km^2 in the mid-1990s, resulting in the fragmentation and degradation of mangrove ecosystems and their critical services for local communities in the Delta region. The National Forest Policy of 2010 and provincial forest policies of NWFP (Khyber-Pakhtoonkhwa) encourage community-level reforestation. In Pakistan, forest management/forest restoration requires an integrated approach to community-development and forest restoration. In the baseline scenario, few forest restoration efforts include fuel-efficient cooking stove components for local communities to reduce pressure on surrounding forests. This is one gap that this project will contribute to filling.

Alternative:

Output 3.1 Five community level initiatives for sustainable forest restoration of 5,000 ha in Indus Delta

73. Small grants projects funded under this output will enable CBOs and/or NGOs and District authorities to restore the health (and thus the ecosystem services) of priority forests in the Indus Delta region, particularly in the Thatta and Badin Districts, which harbor some of the last remaining riparian forest to which new restored areas may be added. Other types of eligible activities under this output include providing expertise and seed funding to forest-dependent communities to increase forest cover in target areas. This would likely include capacity building of local communities in developing nurseries and sustaining and protecting forest areas. These kinds of projects will be aligned to support the effective implementation of appropriate forest laws and regulations and to promote and strengthen community forest management practices. Such projects would work closely with local Forest Departments to complement the existing baseline projects in the area and to enhance community ownership over forest resources and their role in forest conservation. Other types of eligible activities under this activity will promote the sustainable use of existing forests and increase forest cover to protect the forest and aquatic

biodiversity, and increase local community awareness as to the value of forest ecosystem services in the Delta region.

74. The project's renewable energy interventions, particularly the FES work, will be targeted at areas contiguous to this forest restoration work to harness the FES-inspired benefits of reduced fuel wood demand in order to reduce pressure on forest areas and enable restoration of forestlands.

COMPONENT 3: CROSS CUTTING CAPACITY DEVELOPMENT AND KNOWLEDGE MANAGEMENT.

75. Baseline. In the baseline scenario of Component 3, weak community-level organization, planning and management capacities and under developed community-oriented tools will continue to hamper effective community-level action in biodiversity conservation, energy efficiency adoption of renewable energy sources, and addressing land degradation. Although Pakistan's policy of devolution is placing more emphasis on community-based management solutions for biodiversity and natural resources, the capacity of local communities to do so effectively will continue to be low.

76. Alternative. As Component 3 will be designed to facilitate cross cutting capacity development and knowledge management. Work under this component will enable uptake and replication of community models and pilots across a broader area. Networks will be formed and partnerships will be mobilized to facilitate uptake and replication along with peer-to-peer training programs, sharing of business models and best practices, and the development and strategic application of common marketing and branding mechanisms to support mainstreaming and low carbon technology adoption as well as critical links between the two. For example, training workshops will not only be run on fuel-efficient stove technology adoption, but also for local forest rehabilitation and to emphasize the critical links there between reduced pressure for firewood and increased forest health/carbon storage. The same is true for biodiversity conservation and reforestation/restoration of mangrove habitats for commercially important species like shrimp. Efforts under this component will be design support gender equity in networking, partnering and best practice. Under this component's work, the increased capacity of community-level stakeholders to generate, access and use information and knowledge, is expected to increase the sustainability of the project activities beyond the life of the project. The platforms for information sharing, peer-to-peer training and the like will strengthen the sustainability and effectiveness of existing community-level institutions such as CBOs, NGOs, and local government.

77. Capacity building for local communities is constrained by a number of important barriers. Individual grants under Component 3 will contribute to the achievement of the Component's five outputs by helping to overcome the key barriers to cross-cutting capacity development and knowledge management. Those barriers are:

- Local producer and community-based organizations are poorly developed with limited opportunities for training through a systematic capacity building program in sustainable resource management, even through simple, cost-effective peer-to-peer approaches.
- Important conceptual and practical tools and methods have yet to be elaborated and effectively utilized in communities across Pakistan.
- Networks and partnership platforms for capacity building are not well developed. There are few capacity building opportunities available to rural communities where experiences and lessons can be shared.
- Community-based organizations are not familiar with results-based management and monitoring based upon clear and practical indicators of success.

78. Individual grants under Outcomes 1 and 2 (Component 3) will contribute to generating the Indicators of Success as highlighted in this project's results framework at the outcome level:

- Replication of consolidated approaches (BD, CC) in at least 30 new grants by year 4.
- 50% increase in amount of co-funding for Pakistan SGP by year 3.
- Community-based partnership SGP initiatives launched by at least 2 governors by year 4.

Outcome 1: Increased capacity of SGP stakeholders to diagnose and understand the complex and dynamic nature of global environmental problems and to develop local solutions.

Output 1.1. Mechanisms developed for peer to peer learning.

79. Work funded under this output will focus on CBOs and NGOs with proven experience and track records in organizing and conducting peer-to-peer learning and training. Activities funded will focus on enabling Components 1 and 2 to achieve their replication targets.

Output 1.2 Guidelines and best practice notes and business models developed and demonstrated.

80. Small grants under this output will be provided to elaborate guidelines, best practice notes and business models. These small grants will be initiated near the beginning of the project to enable the grantees to track the work of other grantees and to elaborate meaningful best practice notes based upon this ongoing monitoring. Also to be supported will be the development of guidelines and best practice notes on how to recognize the full value of ecosystem services provided by healthy ecosystems. The real cost of land and resource degradation is very high for local people in Pakistan but this cost has yet to be ascribed to the value of healthy ecosystems.

81. Guidelines will be elaborated based upon the priorities clarified naturally during the implementation of each small grant under each outcome. For example, under Outcome 1, the project's work to strengthen community-based PA management will bring to light crucial "mini-barriers" and gray areas of "how to" manage community-based areas. These insights will be incorporated into practical guidelines, basic forms and procedural steps, common logos and signage, and the like.

Output 1.3 New networks and partnership platforms formed for capacity building.

82. Small grants under this output will focus on creating and sustaining networks of stakeholders engaged in the key areas of this project's interest: community-based biodiversity conservation; community-level energy efficient building material adoption; and community-level renewable energy technology adoption. These networks will be created among the grantee institutions and their partners to strengthen the sustainability of these activities as small grant grantees implement their project proposals and continue working after their small grant is exhausted. Priority will be given under this output to those proposals that link their work to larger baseline project funding, thereby increasing the potential for sustainability going forward.

Output 1.4 Common marketing and branding mechanism for SGP supported initiatives in Pakistan.

83. Small grants under this output will be fewer in number and will focus on organizations with proven experience and ability in graphic arts and advertising. Work under this output will be focussed on creating and rolling out common marketing and branding mechnaisms for SGP work in Pakistan. The purpose of the work under this output is to increase the visibility of SGP work, thereby increasing the success and

effectiveness of SGP's efforts to replicate the project's work across Components 1 and 2. The work under this output also contributes to one of the underlying purposes of this GEF grant – to help the Pakistan SGP secure it's own base of long-term financing and partnerships that will enable it to continue generate global, national, and local benefits after GEF support has ended.

Outcome 2. Enhanced capacities of SGP grantees to monitor and evaluate their projects and environmental trends

Output 2.1. Training program on identification and tracking of indicators, and project participatory monitoring (> 6 workshops covering > 80 community groups).

84. Work under this output will focus upon training grantees in the concepts and methods of results-based management. The training program will enable grantees to understand this project's logical framework/results framework structure and associated indicators. It will cover the importance and value of "SMART" indicators (specific, measurable, attributable, realistic and time-bound) to results-based management. It will enable participants to practice and understand the basics of participatory monitoring of their own small grant-level indicators.

85. In the event of requests for funding of community-led initiatives to support on-the-ground modest actions implemented in water quality, quantity (including basins draining areas of melting ice), fisheries, and coastal habitat demonstrations, this project will make available up to US$ 540,000, as 20% of its programming resources, to finance activities that address these IW focal area outcomes and that are complementary with this project's integrated, multi-focal area approach and areas of work.

86. SGP policy in Pakistan is not to fund the same CBO more than once in a funding cycle. The reason for this is to ensure coverage of the maximum number of communities in the selected areas, and to instill among community members the need to use the opportunity wisely and not become dependent on SGP funding. Some 80% of SGP-financed CBOs have not received or managed a prior grant directly from an international organization or a bilateral donor.

87. CBOs in Pakistan are mostly self-help groups composed of community members who receive no remuneration for their work in the CBO. The quality of project proposals is generally very poor at the start, even though the community may have interesting ideas. Also, their understanding of global environment issues is lacking and they have no experience of results based management and participatory M&E. At the end of project implementation several members of the CBOs are able to develop adequate project proposals and to explain in an articulate manner what their project is about and what GEBs will be achieved. Also, some 70% of CBOs supported by SGP improve their governance and financial management systems, which is demonstrated by their capacity to continue operating and sustaining or upscaling project results.

88. Capacities built in CBOs and their constituent members through SGP grant activities are largely retained through the following mechanisms: encouraging CBOs to develop new project proposals for other donors using the acquired project development skills; providing technical support beyond project completion to ensure sustainability of project outcomes; encouraging peer-to-peer support beyond project completion among CBOs; involving former grantees – CBO leaders and members – in new training activities; encouraging NGOs operating in the area to involve former CBO SGP grantees in their activities; and using qualified CBO members to train or support other community organizations so that they practice their skills and gain self-confidence.

Socioeconomic benefits, including Gender Dimensions

89. Pakistan is the eighth most populous country in the world, with a population of 170 million projected to rise to 210 million by 2025. Approximately 64% of Pakistan's population lives in rural areas in communities of 5,000 or less. Pakistan is a developing country with per capita income of $860/year with 33% of its population living below the poverty line. This figure rises to almost 45% in rural areas. Agriculture generates 24% of the GDP and employs 80% of the labor force in rural areas. Aside from agriculture, the major income sources in poor urban communities are unskilled labor, trading, and the service sector.

90. The project focuses on rural areas of Pakistan, populated mainly by poor and lower income people with a high incidence of poverty, with 45% having a per capita income of less than two dollars per day. The poor tend to be the most reliant upon natural resources and biodiversity for sustenance. Rural communities are vulnerable to rising energy prices and increasing scarcity of fuel wood, and the degree of this kind of vulnerability increases with increased land degradation. The cumulative effect of over harvesting of fish or wild plants makes livelihoods of farmers especially difficult. The reduced availability of natural resources (fuelwood, fish, pasture) has been especially hard on women as they are often responsible for gathering firewood, among other onerous tasks. The increasing cost of fuel and fuel wood weighs heavily on limited family budgets, foreclosing other critical family investments in children's education, health, and quality of life.

91. This project is designed to enable local people to improve the quality of their lives through improved management of their natural resources and through the adoption of new, cutting edge appropriate energy technologies. The project is based on the premise that a primary incentive for poor urban or rural inhabitants to change production patterns to achieve global environmental goals is the prospect of increased food security or income generated by adoption of a sustainable production practice that produces both.

92. A good example of the socioeconomic and gender benefits to be generated by this project can be found in the project's fuel efficient stove (FES) work (Component 2). The adoption of FES by rural households provides gender, health and safety, time and income benefits. In most rural communities in Pakistan, women and girls have the task of collecting fuelwood for the household. Existing stove designs are of such low efficiency, that, women and girls are forced to spend much more time fetching fuelwood, reducing the time available for other important tasks, such as education and income generation.

93. Exposure to smoke from traditional cook stoves and open fires - the primary means of cooking and heating for millions of rural residents of Pakistan - causes 1.9 million premature deaths annually worldwide, with women and young children the most affected. Cook stove smoke contributes to a range of chronic illnesses and acute health impacts such as early childhood pneumonia, emphysema, cataracts, lung cancer, bronchitis, cardiovascular disease, and low birth weight. The World Health Organization estimates harmful cook stove smoke to be one of the top five threats to public health in the developing world.

94. Fuel Efficient Stoves expose the user to virtually no smoke and also reduce the risk of burn injuries. The project's FES work will generate economic benefits as well. Many families buy wood for cooking; fuelwood is a significant item in the family budget. FES enable users to buy or collect 50% less wood than before, resulting in significant time and/or money savings that can be used to meet other needs. Other project renewable energy technologies such as solar lanterns and solar modules will reduce household energy expenses for electricity or kerosene. Through the project's FES and renewable energy

work women will also have income earning opportunities by obtaining training in the manufacture and installation of these renewable energy products that could be installed within communities and local households, thus also economically empowering women. Small grants projects will be funded that employ local women to run FES stove manufacturing and distribution efforts. Women will be the direct beneficiaries of the project, since small grants under the project will empower women to construct and use the stoves.

95. The project's FES work is also critical to the project's strategy of creating synergies that benefit both people and the environment. Reliance on biomass for cooking and heating increases pressures on local natural resources (e.g., forests, habitat). Adoption of FES will reduce this pressure, enabling local communities to restore and manage local forests more successfully.

96. This project's design will recognize women's roles as primary land and resource managers and weigh the different ways women and men consider conservation incentives. Gender relations play a key role in the access to and use of biological resources, their management in PA, as well as energy conservation and energy use. For example, women and men often have different knowledge about, and preferences for, plant and animal foods and products. Creation of community PA will have to be balanced with the needs of daily tasks such as collecting wood and other non-timber products.

97. The project will seek to maximize its effectiveness and efficiency by empowering women and vulnerable groups to participate as equal partners in information sharing and generation, education and training, technology transfer, organizational development, financial assistance, and policy development. To date, out of over 230 projects funded by SGP-Pakistan to date, at least 50 projects are implemented by women-based or women-led organizations, a good number of them indigenous women. At least 80 more NGO partners of SGP-Pakistan have predominantly women members in their decision-making bodies. Indeed, the CEO of the Pakistani indigenous women's organization "KISP" (from an indigenous minority people called Kalash) is now representing Hindu Kush indigenous communities at the UN Indigenous Council. To date, SGP-Pakistan has trained over three thousand women in energy efficient and renewable energy technologies, as well as community forest management. Under this project, women will continue to be empowered through proactive group participation and funding priorities that benefit women socially and economically.

98. The project improves community-based management of natural resources and the availability of key resources. Gender mainstreaming will ensure that women are properly and effectively represented in these new community organizations such as community-managed PAs. Changes to community-based resource management will result in improved biodiversity management and socioeconomic benefits, for example, through enhanced coastal fisheries and improved watershed protection.

Stakeholder Roles and Responsibilities:

	Relevant roles and Responsibilities in this Project
Federal Institutions and Agencies	
Federal/Ministry of Environment (FMoE)	The FMoE is home to the GEF Operational Focal Point for Pakistan. The GEF Operational Focal Point is the Chair of the project's national steering committee. The FMoE is currently undergoing several restructuring and much of its functions are being devolved to provincial governments (provincial ministries of forestry, wildlife and environment). The focal points for the UNCBD and UNFCCC are expected to remain in the FMoE and remain as members of the project's steering committee. Hence their presence in the NSC will let the SGP continue

	Relevant roles and Responsibilities in this Project
	enjoying holistic supervision and backstopping.
Forest Department (FD) at Provincial levels	The FDs will provide program and technical support to various project activities as related to PA management, afforestation and reforestation, and in-situ conservation of forest, etc., to project. The FD will play an important supporting role in any grant approved by SGP dealing with re- or afforestation, particularly grants under Component 1, Outcome 2 and Component 2, Outcome 3.
Wildlife Department (WD) at Provincial levels	The WDs will provide program and technical support to various project activities as related to PA management, flora and fauna and in-situ conservation of plant and animal species, etc., to project. Will be instrumental to grantees work with community-based protected areas under Component 1, Outcome 1.
Federal and Provincial Environment Protection Agencies	The EPA is the mandated federal body to set national environmental emission standards, monitor compliance, approve EIAs, energy audits, and enforce environmental law. EPA will provide technical information and guidance to project grantees in terms of measurement of energy and emission reduction estimations of various EE products, as well as support to grantees in setting up municipal waste reduction through bio-composting activities. Will be instrumental to grantees work with EE and RE products and technologies under Component 2, Outcome 1 and Outcome 2.
ENERCON	National Energy Conservation Centre (ENERCON), soon to be established as an independent authority under the proposed ENERCON Bill 2011, is at present a Department within the FMoE. ENERCON serves as national focal point for energy conservation/energy efficiency in all sectors of the economy. ENERCON undertakes pilot projects to demonstrate new technologies, generates information and outreach materials, conducts training and education, and develops plans and policies to promote energy efficiency. ENERCON will provide technical knowledge and know-how to the project grantees in utilizing energy efficient technology and materials to be used in reducing carbon emissions in energy construction, under Component 2, Outcome 1.
Coastal Development Authority (CDA), Government of Sindh	CDA-Sindh will support project income generation livelihood related activities in the coastal areas of Sindh through its mandate of promoting development and infrastructure of the Sindh Coast. The CDA-Sindh will play an important supporting role in any grant approved by SGP dealing with reforestation or afforestation under Component 1, Outcome 2 and Component 2, Outcome 3.
AEDB	AEDB will provide technical know how and information on technology, specially related to solar technology to the project, for implementation by project partners in their respective area. Grantees in renewable energy will be encouraged to use AEDB program as a "baseline project" within their grant proposal.
Pakistan Institute of Oceanography	PIO will provide spatial information and technical support to mangrove forest conservation related activities to this project, particularly to grantees under Component 1, Outcome 2, Output 2.3.
II Provincial State Institutions and Agencies.	
District Governments	District Governments will be involved in the project through coordination and facilitation support to various project proponent activities in the respective districts. Their clearance will be required prior to SGP consideration of any grant proposed in their areas. Many SGP grants will build upon or complement existing District programs. The Planning and Development (P&D) departments of district and provincial governments are key partners for the project's work in energy efficient build materials and renewable energy areas.
Provincial Ministries of Environment (PMoE)	PMoE are responsible for protection and management of environment in each province and territory of Pakistan. The specific mandates of PMoE are still evolving. In the new and evolving institutional environment, the newly created provincial ministries of environment will be the implementation extension arm of the Federal MOE functions, providing implementation management and coordination support to the SGP project and the project grantees in their respective provinces. The PMoE will be the project focal point in each

	Relevant roles and Responsibilities in this Project
	respective province to facilitate project grantees' interaction with and support from various provincial line departments.
Line Departments	Directly relevant line department such as forestry, wildlife, municipal, labor, fisheries, etc., will be involved in planning and implementation of project activities at the local level and will provide coordination and ground activity implementation support to project grantees under both Component 1 and Component 2.
Public Private Partnership Program Govt. of Sindh	The GOS PPP program provides an opportunity where business and government enter into mutually beneficial contractual agreements for the provision of public goods and/or services. The PPP structure intends to generate improvements in the efficiency and effectiveness of delivery of public goods; mobilize the use of private sector capital to generate economic development; and develop infrastructure projects including roads, hospitals and schools, etc., without recourse to the limited capital of the public sector. The PPP program will provide technical support to the grantees in terms of development and application of business models for income generation through various EE and RE related activities under Component 2 Outcome 1., and community income generation and livelihood activities under Component 1, Outcome 2.
III. Non–Government Organizations (NGO) and Private Sector	
BP Pakistan	Member of the Steering Committee and important co-funding partner for this project's work in areas where BP also works, primarily in the Province of Sindh.
IUCN-The World Conservation Union	IUCN will provide policy and technical support to the project's biodiversity, forest and livelihood related activities, along with specialized technical assistance in regeneration and preservation of coastal mangroves in Sind.
WWF	WWF will provide technical and capacity building support to project partners in bio-diversity, forest and livelihood related activities, especially in the Indus Delta regions, long with coordination assistance with its on-going "Indus for All" project.
Local NGOs and CBOs	Local NGOs and CBOs are primary project beneficiaries. As the SGP grantees the SGP will work with them to finalize eligible proposals for funding under the project's three main components and seven outcomes.
Shaan Solar Technologies	Shaan Technologies will provide partnership support to SGP and will provide technical assistance and promotion of solar technologies to project proponents under Component 2. Shaan Technologies will also provide co-financing to project activities in the Indus Delta.
V. International Organizations and Agencies	
Asian Development Bank	ADB is providing baseline project support for promotion and adoption of energy efficiency in the country in the areas of wind energy, solar energy, and photocells, etc. ADB could be a future source of co-financing for various project energy related activities.
Royal Netherland Embassy (RNE)	RNE is providing financing support to the UN GRIP program, activities of which will be undertaken at grassroots level in the rural and urban areas of the country. These grassroots activities will range from local capacity building to economic empowerment and generation of livelihood, and preservation of natural resources etc, and hence are complimentary and supporting to the SGP project activities.

Coordination with Other Initiatives

The GEF SGP in Pakistan has formed long-standing relationships with national and community level initiatives and partners, and will continue to seek synergies in the coming operational phase to enable the project to consolidate and scale up community-level work. The project will work with stakeholders to ensure coordination in part by developing linkages with other relevant GEF MSPs and FSPs in Pakistan, such as SLUMP, PEECH, and wetlands projects. For example, SGP Pakistan signed an MOU with the Government and WWF Pakistan for replication of the 'Benazir' Energy Efficient Technology and to

collaborate and scale up efforts in the Indus Delta area. The objective is to synergize investments and avoid duplication. The Government of Sindh (GoS) invited expression of interest from SGP Pakistan to replicate the 'Benazir' Energy Efficient Housing model in Sindh with funding committed from the government, and an MOU between GoS and UNDP Pakistan was signed in 2008 for constructing 500 energy efficient houses. Similarly, an MOU was signed with WWF Pakistan for technical support in developing the 'Conservation and Information Resource Center at Keenjhar Lake' Thatta using UNDP's 'Benazir' Energy Efficient Technology. These MoU are applicable to this project's implementation. Previous GEF initiatives focusing on mountainous areas in the NA and NWFP have also tested the viability of community-based approaches to conservation management. This project will build upon these initiatives to demonstrate community based PA management models in the Indus Delta, consolidate those approaches and support their replication in other regions of the country. The following table summarizes existing GEF projects in Pakistan and will serve as basis for building in more complementarities and lessons from these projects into the proposed project.

Existing GEF Projects	**Main objective/purpose**	**Main lesson or area of complementarity**
Promoting Sustainable Energy Production and Use from Biomass in Pakistan (UNIDO GEF).	To promote market based adoption of biomass energy conversion technologies for process heat generation in SMEs in clusters and power generation in rural areas.	How biomass is used to generate power will be of interest to the project's EE stove work.
Rural Livelihoods Climate Change Adaptation Support Programme (IFAD- GEF).	To address and reduce the stresses and associated costs posed by climate change to the Pakistani agricultural production system.	Will be incorporated into community-based sustainable land management plans under Component 2.
Pakistan Sustainable Transport Project (UNDP GEF).	Reduction of the growth of energy consumption and related greenhouse gas emissions from the transport sector in Pakistan.	Of interest to the project's EE work
Promotion of Energy Efficient Cooking, Heating and Housing Technologies (PEECH) (UNDP GEF).	To curb degradation of the Northern Areas and Chitral forest and decrease the CO2 emissions from excessive use of timber and fuel wood for house construction and household energy use.	The methods and mechanisms of sharing EE technologies will be key to the success and will be an area of close cooperation.
Mainstreaming Biodiversity Conservation into Production Systems in the Juniper Forest Ecosystem (UNDP GEF).	Improving the condition of the Juniper forest ecosystem in order to conserve biodiversity and increase the ecosystem's contribution to sustainable development.	Community-driven approaches to resource management are an important part of this project.
Conservation in arid/semi arid ecosystems in Balochistan (UNDP GEF).	To promote conservation and sustainable use of globally significant habitats and species in the Torghar and Chagai Conservancies	Community-based reforestation to rehabilitate degraded areas is a key area of learning for the pro-posed project from ongoing project.
Sustainable Land Management for Combating Desertification (Phase I) (UNDP GEF).	Mainstreaming and harmonizing SLM within the national development priorities and integration of desertification/deforestation prevention and control measures into national development programmes.	The proposed project's emphasis on local community level action will complement this ongoing project's national policy focus.
Mountains and Markets: Bio-diversity and Business in N. Pakistan (UNDP GEF)	Sustainable production of biodiversity goods and services through community ecosystem-based enterprises.	This ongoing project will yield some important future lessons for community-based conservation work all over Pakistan.

99. In addition, the project will collaborate with and benefit from the work of UNEP-GEF's Carbon Benefits Project. The project has budgeted sufficient funds for SGP-Pakistan to participate in organized collective training of SGP programs by the CBP. Grantees and staff will be trained in how to use the CBP carbon monitoring tools when they become available later in 2011. This will enable SGP and its grantees to design their carbon monitoring system in accordance with these tools. The CBP will hold a training

workshop for the SGP upgraded country programs with LULUCF outputs as a joint training workshop. Funds have been allocated for this in the capacity development Component #3.

ng the following Country Programme Outcome as defined in CPAP or CPD:

es for the One UN programme as a result of UN reform to 'deliver as one' at the country level.

N Joint Programme (JP) on Environment and is in line and supports implementation of:

l mechanisms for integrated environmental management strengthened and operational,

Natural Resource Management in Demonstration Regions towards the achievement of MDG7A and 7B,

rs having a better understanding of critical urban issues affecting slum dwellers and urban poor in cities including urban issues relating to climate change (as a

Green Industries, waste management, Energy and Jobs (to contribute to MDG Targets 7A and 7C).

tors:

t and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy OR OR 3. Promote climate change adaptation OR 4. <u>Expanding access to environmental and energy services for the poor</u>.

nd Program:

CCM-5:

tems. **BD-2:** Mainstream biodiversity into production landscapes, seascapes and sectors

CCM-3: Renewable Energy

o diganose, understand and transform the complex and dynamic nature of global environmental problems and develop local solutions. & Mechanisms for peer- and partnership platforms created.

ects strengthened and improved against expected results

nt effectiveness score as recorded by Management Effectiveness Tracking Tool.

s certified by internationally or nationally recognized environmental standards that incorporate biodiversity considerations (e.g. FSC, MSC) measured in hectares

bilized

Indicator	Baseline value	Target by end of Project	Sources of verification	Risks and Assumptions
globally significant s for which no oration in numbers is	Numbers TBD at small grant inception for each	No decline or improvement in numbers of target species by end of small grant's work.	Field survey data done as part of small grant(s).	District and local authorities able and willing to participate in taking on new,

Project Strategy	Indicator	Baseline value	Target by end of Project	Sources of verification	Risks and Assumptions
reduced greenhouse gas emissions and increased carbon storage.	Balochistan Black Bear *Ursus thibetanus gedrosianus* Marsh Crocodile *Crocodylus palustris palustris*; Woolly Flying Squirrel *Eupetaurus cinereus;* Chiltan Markhor (*Capra falconeri falconeri*)	Species 3 Species 4			
	# of people benefitting from improved ecosystem services of mangrove reforestation at three sites.	Zero	At least 65,000 people by end of project.	Grant proposals/ reports. Field monitoring reports. APR/PIR.	
	# of tons of avoided CO2e from use of energy efficient building materials and renewable energy technologies.	Zero	191,333 tons CO2e by end of project.	Project records on number of houses built, solar installations installed and fuel efficient stoves installed in houses.	Households will readily adopt solar and fuel-efficient stove technology.
	Number of tCO2e reduced GHG emissions by fuel-efficient stove adoption over 5 years.	No adoption of fuel efficient stove design = zero tCO2e reduced.	Reduced GHG emissions by 187,500 tCO2e from fuel-efficient stove adoption over 5 years.	Stove performance data; Grantee reports; Field monitoring reports.	Fuel efficient stove design will continue to be relevant to changing needs of households.
Component 1. Improved sustainability of protected areas (PA) and biodiversity mainstreamed in landscapes and seascapes of Pakistan's Indus Delta					
Outcome 1: Outcome 1 Improved management effectiveness of PAs.	% METT Score improvement in four PA provides increased protection of globally significant species and habitats in Indus Delta, Balochistan & Himalayan region.	No improvement/ No measurement	METT Scores increase by 30%, indicating improved management of four PA and	Actual METT score sheets themselves filled out before the small grant project(s) initiate implementation and after work is completed.	
	# of guidelines and mechanisms for civil society engagement in community-managed PA.	Zero	At least 10 sets of guidelines and 10 sets of mechanisms for civil society engagement in community-managed PA.	Actual guidelines themselves; Evidence of the use of these guidelines by CBOs/NGOs/local governments.	Guidelines may be produced and sit unused on the shelf.
	# of community-based initiatives for species conservation within PA.	Zero	At least four by end of project.	Approved grant proposals.	

Project Strategy	Indicator	Baseline value	Target by end of Project	Sources of verification	Risks and Assumptions
Outcome 2: Increased area of sustainably managed biodiversity in community managed seascapes and landscapes.	Number of hectares and rural landscapes with improved management practices that incorporate biodiversity objectives.	Zero	15,000 hectares. 3 rural landcapes.	Grant proposals; Field monitoring verifies area of work through stakeholder interviews.	Communities will continue to see the value of improved, biodiversity-oriented management to their bottom line economic needs.
	# of hectares of mangrove systems with improved management of biodiversity conservation.	Zero	Improved management for biodiversity conservation of 15,000 ha of mangrove systems.	Management plans; new management practices demonstrated through field visits.	
Component 2. Demonstrat-ion, deployment, and transfer of renewable energy and energy efficient technologies and approaches, and promote conservation and enhance-ment of carbon stocks.					
Outcome 1. Increased adoption of energy efficient technologies in community-based industry and the building sector.	Number of CBOs and NGOs completing training to design and build low-carbon housing using EE materials.	Zero	At least 100 by end of project. With at least 20% of these to be led by women.	Training records; Field interviews.	
	Number of knowledge platforms on energy efficient technology adoption established to share lessons learned among CBO and CSO.	No knowledge platform exists.	At least one knowledge platform on energy efficient technology adoption established to share lessons learned among CBOs and CSOs.	Review of knowledge platform; Web-site design where knowledge platform exists.	Communities are interested in participating in the process.
	Number of public, private, NGOs able to identify primary benefits of EE products and technologies.	TBD at inception.	AT least 50 by end of project; At least 20% of this target number of NGOs to be led by women.	Survey results before and after.	Turnover among stakeholder staff may reduce effectiveness of awareness raising efforts as measured here.
Outcome 2. Increased adoption of renewable and energy efficient technologies at community level.	# of homes using solar energy products as a result of grantee efforts.	Zero	At least 7,000 by end of project.	Grantee reports; home surveys done under each grant.	Energy prices will continue to provide incentives for adoption of renewable energy technology.
	# of homes using fuel efficient stoves via up-scaling support of project.	Zero	At least 25,000 by end of project.	Records of number of stoves to which stoves were distributed; field interviews.	
Outcome 3. Carbon stocks increased through sustainable use of land, land use changes and forestry.	Tonnes C sequestered in 5,000 ha of restored tropical dry forest: tCO2e.	None sequestered.	138,000 tC over 10 years or 506,460 tCO2e.	Field monitoring using CBP tools.	
Component 3. Cross Cutting Capacity Development and Knowledge Management.					
Outcome 1 Increased capacity of SGP stakeholders to diagnose and understand the complex and dynamic nature	# of new grants that replicate consolidated approaches (BD, CC) by year 4.	Zero	Consolidated approaches (BD, CC) replicated in at least 30 new grants by end of year 4.	Actual grant proposals themselves.	Community based organizations able to expand their perspectives to include consolidated approaches.

Project Strategy	Indicator	Baseline value	Target by end of Project	Sources of verification	Risks and Assumptions
of global environmental problems and to develop local solutions.					
	% increase in amount of co-funding for Pakistan SGP by year 3.	TBD at inception.	50% increase in amount of co-funding for Pakistan SGP by year 3.	Co-funding agreements.	
	# of governors who launch community-based partnership SGP by year 4.	0	At least 2 governors launch community-based partnership SGP initiatives year 4.	Official declarations; records; interviews.	Community based partnerships will be attractive to provincial governments.
Outcome 2. Enhanced capacities of SGP grantees to monitor and evaluate their projects and environmental trends.	Number of SGP grantees participating in monitoring and evaluation training; % increase in knowledge before/after training.	Grantees not yet trained.	At least 80 community groups/ grantees participate in training; Improvement of 30% in level of knowledge on fundamentals of monitoring and evaluating. Note: At least 20% of these groups to be led by women.	Training records; Before/after quiz results.	SGP grantees will have the discipline and inclination to monitor their project's progress.

Total budget and workplan

Award ID:	00062085	Project ID(s):	00079343
Award Title:	5th Operational Phase of the GEF Small Grants Programme in Pakistan		
Business Unit:	PAK10		
Project Title:	5th Operational Phase of the GEF Small Grants Programme in Pakistan		
PIMS no.	4514		
Implementing Partner (Executing Agency)	UNOPS		

GEF Outcome / Atlas Activity	Responsible Party / Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount 2012 (USD)	Amount 2013 (USD)	Amount 2014 (USD)	Amount 2015 (USD)	Total (USD)	Note No
Outcome 1: Improved sustainability of PA and biodiversity mainstreamed in landscapes and seascapes of Pakistan's Indus Delta	UNOPS	62000.00	GEF	71200	Int'l Consultants	9,000.00	9,000.00	0.00	0.00	18,000.00	1
				71300	Local Consultants	9,418.00	9,418.00	9,418.00	9,704.00	37,958.00	2
				71600	Travel	2,000.00	2,000.00	2,000.00	2,000.00	8,000.00	3
				72600	Grants	160,000.00	150,000.00	155,000.00	50,000.00	515,000.00	4
				72200	Equipment	0.00	0.00	0.00	0.00	0.00	5
				74200	Publications	0.00	5,000.00	4,000.00	4,000.00	13,000.00	6
				75700	Trainings, Workshops and Conferences	37,000.00	37,000.00	23,000.00	23,000.00	120,000.00	7
				74500	Misc - Services	575.00	500.00	500.00	540.00	2,115.00	8
					Total Outcome 1:	**217,993.00**	**212,918.00**	**193,918.00**	**89,244.00**	**714,073.00**	
Outcome 2: CC mitigation. demonstration and transfer of renewable energy, energy efficient	UNOPS	62000.00	GEF	71200	Int'l Consultants	12,000.00	12,000.00	0.00	0.00	24,000.00	9
				71300	Local Consultants	19,077.00	19,077.00	19,077.00	19,079.00	76,310.00	10
				71600	Travel	6,000.00	6,000.00	6,000.00	3,000.00	21,000.00	11
				72600	Grants	300,000.00	330,000.00	335,000.00	100,000.00	1,065,000.00	12
				72200	Equipment	0.00	0.00	0.00	0.00	0.00	13
				74200	Publications	20,000.00	15,000.00	15,000.00	0.00	50,000.00	14

technologies and enhancement of carbon stocks.				75700	Trainings, Workshops and Conferences	34,000.00	60,000.00	62,000.00	36,784.00	192,784.00	15
				74500	Misc - Services	1,160.00	1,150.00	1,150.00	1,150.00	4,610.00	16
					Total Outcome 2:	**392,237.00**	**443,227.00**	**438,227.00**	**160,013.00**	**1,433,704.00**	
Outcome 3: Cross Cutting Capacity Development and Knowledge Management.	UNOPS	62000.00	GEF	71200	Int'l Consultants		0.00		0.00	0.00	17
				71300	Local Consultants	6,781.00	6,781.00	6,781.00	6,786.00	27,129.00	18
				71600	Travel	0.00	0.00	0.00	0.00	0.00	19
				72100	Contractual Services	0.00	25,000.00	25,000.00	25,000.00	75,000.00	20
				72200	Equipment	0.00	0.00	0.00	0.00	0.00	21
				74200	Publications	0.00	5,000.00	5,000.00	5,000.00	15,000.00	22
				75700	Trainings, Workshops and Conferences	10,094.00	15,000.00	20,000.00	20,000.00	65,094.00	23
				74500	Misc - Services	0.00	0.00	0.00	0.00	0.00	24
					Total Outcome 3:	**16,875.00**	**51,781.00**	**56,781.00**	**56,786.00**	**182,223.00**	
M&E	UNOPS	62000.00	GEF	71200	Int'l Consultants	0.00	0.00	0.00	0.00	0.00	25
				71300	Local Consultants	37,300.00	14,600.00	14,600.00	12,100.00	78,600.00	26
				71600	Travel	2,700.00	3,000.00	3,000.00	3,000.00	11,700.00	27
				72100	Contractual Services	0.00	0.00	0.00	0.00	0.00	28
				74100	Professional Services	6,000.00	31,000.00	6,000.00	52,000.00	95,000.00	29
				74200	Publications	700.00	3,000.00	3,000.00	3,000.00	9,700.00	30
				75700	Trainings, Workshops and Conferences	0.00	2,000.00	0.00	3,000.00	5,000.00	31
				74500	Misc - Services	0.00	0.00	0.00	0.00	0.00	32
					Total M&E:	**46,700.00**	**53,600.00**	**26,600.00**	**73,100.00**	**200,000.00**	
Project Management	UNOPS	62000.00	GEF	71400	Project Personnel	34,684.00	34,684.00	34,684.00	33,687.00	137,739.00	33

Costs				71600	Travel	2,100.00	2,100.00	2,100.00	2,100.00	8,400.00	34
				72200	Equipment	6,500.00	400.00	400.00	400.00	7,700.00	35
				72400	Communication, power, light	19,000.00	19,000.00	19,000.00	19,000.00	76,000.00	36
				72500	Supplies	1,159.00	1,500.00	1,500.00	1,062.00	5,221.00	37
				74500	Misc - Services	3,179.00	3,179.00	3,179.00	3,181.00	12,718.00	38
					Total Management	**66,622.00**	**60,863.00**	**60,863.00**	**59,430.00**	**247,778.00**	
					Total:	**740,427.00**	**822,389.00**	**776,389.00**	**438,573.00**	**2,777,778.00**	

GRAND TOTALS per Account Line

				71200	Int'l Consultants	21,000.00	21,000.00	0.00	0.00	42,000.00	
				71300	Local Consultants	72,576.00	49,876.00	49,876.00	47,669.00	219,997.00	
				71400	Project Personnel (Management)	34,684.00	34,684.00	34,684.00	33,687.00	137,739.00	
				71600	Travel	12,800.00	13,100.00	13,100.00	10,100.00	49,100.00	
				72600	Grants	460,000.00	480,000.00	490,000.00	150,000.00	1,580,000.00	
				72100	Contractual Services	0.00	25,000.00	25,000.00	25,000.00	75,000.00	
				72200	Equipment	6,500.00	400.00	400.00	400.00	7,700.00	
				72400	Communications	19,000.00	19,000.00	19,000.00	19,000.00	76,000.00	
				72500	Supplies	1,159.00	1,500.00	1,500.00	1,062.00	5,221.00	
				74100	Professional Services	6,000.00	31,000.00	6,000.00	52,000.00	95,000.00	
				74200	Publications	20,700.00	28,000.00	27,000.00	12,000.00	87,700.00	
				75700	Trainings, Workshops and Conferences	81,094.00	114,000.00	105,000.00	82,784.00	382,878.00	
				74500	Misc - Services	4,914.00	4,829.00	4,829.00	4,871.00	19,443.00	
GRAND TOTALS per Account Line		62000	GEF		**Total GEF:**	**740,427.00**	**822,389.00**	**776,389.00**	**438,573.00**	**2,777,778.00**	

Donors	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Total
GEF	$ 740,427	$ 822,389	$ 776,389	$ 438,573	$ 2,777,778
UNDP Pakistan	$ 125,000	$125,000	$ 125,000	$ 125,000	$ 500,000
Bi-lateral agencies	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 240,000
CBOs and other grantees	$ 706,250	$ 706,250	$706,250	$ 706,250	$ 2,825,000
TOTAL	$1,631,677	$ 1,713,639	$ 1,667,639	$ 1,329,823.00	$ 6,342,778

#	Budget Note
0	The 6% UNOPS fee is incorporated in each individual budget line
1	Int'l Expert on Community PA (6 weeks);
2	NC technical input to project work (41 wks @ 826/wk = 33866; PA technical input to biodiversity work (12 wks @ 341/wk = 4092
3	Travel costs for technical oversight/support of biodiversity grantees.
4	Grants under Improving sustainability of community PA (Outputs 1.1, 1.2, 1.3); Mainstreaming biodiversity (2.1, 2.2. and 2.3).
5	N/A (zero)
6	Guidelines for community-based conservation -- Output 1.3.
7	Training in species conservation efforts at community level (40914); Training in management planning for grantees with SGP management planning grants (40,000); Training in biodiversity-oriented land-use planning for grantees in this area (40,000)
8	Unforeseen technical support needs for grantees
9	Int'l Carbon Monitoring expert, (8 wks, $24,000);
10	NC technical input to energy efficiency, renewable energy, and LULUCF work. (80 wks @ 826/wk, $66,080) PA technical input: 30 wks @ 341/wk = 10,230
11	Travel costs for int'l expert, total air fare, plus DSA; National travel costs for technical support for grantees.
12	Grants under Energy Efficient Building Technologies (Outputs 1.1, 1.2, 1.3, 1.4, 1.5); Renewable Energy (2.1, 2.2. and 2.3) and LULUCF (3.1.).
13	N/A
14	Development of resource center materials for technology application and transfer.
15	Training in carbon monitoring; Training in EE and RE technologies; Training module development for CBOs and NGOs; Results-based management training for grantees.
16	Meeting logistics costs associated with pilot activities, community working groups, etc.
17	NA
18	NC technical input to CD work. (25 wks @ 826/wk, $20,650). PA technical input: 19 wks @ 341/wk = 6479
19	N/A
20	Mechanisms developed for peer to per learning; New networking and partnership platforms developed; common marketing and branding initiative for SGP supported initiatives.
21	N/A
22	Business models, guidelines and best practice notes developed and shared.
23	Training program on identifying and tracking indicators and project participatory monitoring.
24	n/A

25	N/A
26	Web site designer to design web-based grant implementation monitoring and tracking system (900 x 22 weeks); M&E Biodi, Energy, Forestation experts (3 x 20 wks each @ 800/week); M&E/Knowledge Management Expert (12 weeks @ 900/wk).
27	Grantee M&E oversight.
28	N/A
29	Audit (25k); Mid-Term Evaluation (25k) and Terminal Evaluation (45k)
30	Lessons learned; indicator tracking;
31	Training for project staff on M&E; indicators of success; results; Mid-term and Terminal evaluation roundtable discussions/workshops.
32	N/A
33	NC at 30% time for project period @ $826/wk, PA at 70% for project period @ 341/wk; office support (182 weeks @ 200/week) 34,400.
34	Travel costs for NSC meetings; guest experts advising NSC.
35	Laptops for mobile project work; maintenance and repair.
36	mobile and land telephone, internet; electricity, generator fuel.
37	Stationary; courier; IT/ printer supplies,.
38	Misc

Management Arrangements

Organizational structure and arrangements

100. GEF SGP has, since 1992, continuously refined and modified its implementation approach to ensure the most efficient use of resources possible in generating global environmental benefits through community action. The cost-effectiveness of the GEF SGP and the Pakistan program have been extensively independently reviewed and analyzed. A 2007 GEF Council technical paper reviewed and analyzed the GEF-SGP cost-effectiveness compared to other programs, and found that with the current structure, "overall the SGP is comparable to other programs in terms of cost efficiency of management". A later GEF council paper following up on the 2008 joint evaluation of the SGP and the 2007 technical paper reviewed the cost-effectiveness of alternative execution arrangements. Based on the previous reviews and analysis, a November 2009 GEF Council paper recommended maintaining and continuing to improve the current arrangements for GEF-5, which was supported by the GEF Council. As part of the preparation of the PIF, Pakistan reviewed the options for implementation and execution arrangements and concluded that the present approach will continue to be the most cost-effective. The SGP will therefore be executed by UNDP and implemented by UNOPS, through a small country program team.

101. The diagram in the next page shows SGP's organization structure. The roles and responsibilities of the various parties to the project are described in the SGP Operational Guidelines.

102. UNDP will provide overall program oversight and take responsibility for standard GEF project cycle management services beyond assistance and oversight of project design and negotiation, including project monitoring, periodic evaluations, troubleshooting, and reporting to the GEF. UNDP will also provide high level technical and managerial support through the recently established Communities Cluster within EEG, and from a UNDP Regional Technical Advisor (RTA) and other members of the regional teams, who will be responsible for project oversight for all upgraded country programme projects. SGP Central Project Management Team (CPMT) will monitor for compliance of upgraded country programmes with SGP core policies and procedures.

103. In accordance with the global SGP Operational Guidelines (see Annex 4) that will guide overall project implementation in Pakistan, and in keeping with past best practice, the UNDP Resident Representative will appoint the National Steering Committee (NSC) members. The NSC, composed of government and non-government organizations with a non-government majority, a UNDP representative, and individuals with expertise in the GEF Focal Areas, is responsible for grant selection and approval and for determining the overall strategy of the SGP in the country. NSC members serve without remuneration and rotate periodically in accordance with its rules of procedure. The Government is usually represented by the GEF Operational Focal Point or by another high level representative of relevant ministries or institutions. The NSC assesses the performance of the National Coordinator (known as Country Program Manager in the approved CEO Endorsement) with input from the UNDP RR and the RTA. The NSC also contributes to bridging community-level experiences with national policy-making.

104. The Country Office is the business unit in UNDP for the SGP project and is responsible to ensure the project meets its objective and delivers on its targets. The Resident Representative signs the grant agreements with beneficiary organizations on behalf of UNOPS. The Country Office will make available its expertise in various environment and development fields as shown below. It will also provide other types of support at the local level such as infrastructure and financial management services, as required. UNDP will be represented in the NSC, and will actively participate in grant monitoring activities.

105. The country team composed of a National Coordinator, Program Assistant, and a Secretary recruited through competitive processes, is responsible for the day-to-day operations of the program. This includes supporting NSC strategic work and grant selection by developing technical papers, undertaking ex-ante technical reviews of project proposals; taking responsibility for monitoring the grant portfolio and for providing technical assistance to grantees during project design and implementation; mobilizing cash and in-kind resources; preparing reports for UNDP, GEF and other donors; implementing a capacity development program for communities, CBOs and NGOs, as well as a communications and knowledge management strategy to ensure adequate visibility of GEF investments, and disseminating good practices and lessons learnt.

106. Grants will be selected by the NSC from proposals submitted by CBOs and NGOs through calls for proposals in specific thematic and geographic areas relevant to the SGP (see Annex F for Pakistan's SGP Project Template and Guidelines). Although government organizations cannot receive SGP grants, every effort will be made to coordinate grant implementation with relevant line ministries, decentralized institutions, universities and local government authorities to ensure their support, create opportunities for co-financing, and provide feedback on policy implementation on the ground. Contributions from and cooperation with the private sector will also be sought.

107. SGP utilizes consultants for specialized services, mostly for baseline data collection, capacity development activities, business development support, and to assist grantees when specialized expertise is required, or for tasks that require an external independent view such as the mid-term and terminal evaluations. Civil society organization networks such as the Community Tourism Association play an important backstopping role in areas such as marketing and technical assistance to community rural tourism activities. These networks may also benefit from SGP grants.

108. UNOPS will provide country programme implementation services, including human resources management, budgeting, accounting, grant disbursement, auditing, and procurement. UNOPS is responsible for SGP's financial management and provides periodic financial reports to UNDP. The UNOPS SGP Standard Operating Procedures guide the financial and administrative management of the project. This document along with the UNOPS SGP Operational Guidelines will be revised during the project inception workshop to adjust existing procedures to the new up-graded situation of the Pakistan SGP.

109. UNOPS will not make any financial commitments or incur any expenses that would exceed the budget for implementing the project as set forth in this Project Document. UNOPS shall regularly consult with UNDP concerning the status and use of funds and shall promptly advise UNDP any time when UNOPS is aware that the budget to carry out these services is insufficient to fully implement the project in the manner set out in the Project Document. UNDP shall have no obligation to provide UNOPS with any funds or to make any reimbursement for expenses incurred by UNOPS in excess of the total budget as set forth in the Project Document.

110. UNOPS will submit a cumulative financial report each quarter (31 March, 30 June, 30 September and 31 December). The report will be submitted to UNDP through the ATLAS Project Delivery Report (PDR) system and follow the established ATLAS formats and PDR timelines. The level of detail in relation to the reporting requirement is indicated in the Project Document budget which will be translated into the ATLAS budgets. UNDP will include the expenditure reported by UNOPS in its reconciliation of the project financial report.

111. Upon completion or termination of activities, UNOPS shall furnish a financial closure report, including a list of non-expendable equipment purchased by UNOPS, and all relevant audited or certified

financial statements and records related to such activities, as appropriate, pursuant to its Financial Regulations and Rules.

112. Title to any equipment and supplies that may be furnished by UNDP or procured through UNDP funds shall rest with UNDP until such time as ownership thereof is transferred. Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed as agreed, in writing, between UNDP and UNOPS. UNDP shall provide UNOPS with instructions on the disposal of such equipment and supplies within 90 days of the end of the Project.

113. The arrangements described in this Project Document will remain in effect until the end of the project, or until terminated in writing (with 30 days notice) by either party. The schedule of activities specified in the Project Document remains in effect based on continued performance by UNOPS unless it receives written indication to the contrary from UNDP. The arrangements described in this Agreement, including the structure of implementation and responsibility for results, shall be revisited on an annual basis and may result in the amendment of this Project Document.

114. If this Agreement is terminated or suspended in accordance with paragraph 140 above, UNDP shall reimburse UNOPS for all costs directly incurred by UNOPS in the amounts specified in the project budget or as otherwise agreed in writing by UNDP and UNOPS.

115. All further correspondence regarding this Agreement, other than signed letters of agreement or amendments thereto should be addressed to the UNDP-GEF Executive Coordinator and the UNDP Resident Coordinator.

116. UNOPS shall keep UNDP fully informed of all actions undertaken by them in carrying out this Agreement.

117. Any changes to the Project Document that would affect the work being performed by UNOPS shall be recommended only after consultation between the parties. Any amendment to this Project Document shall be effected by mutual agreement, in writing.

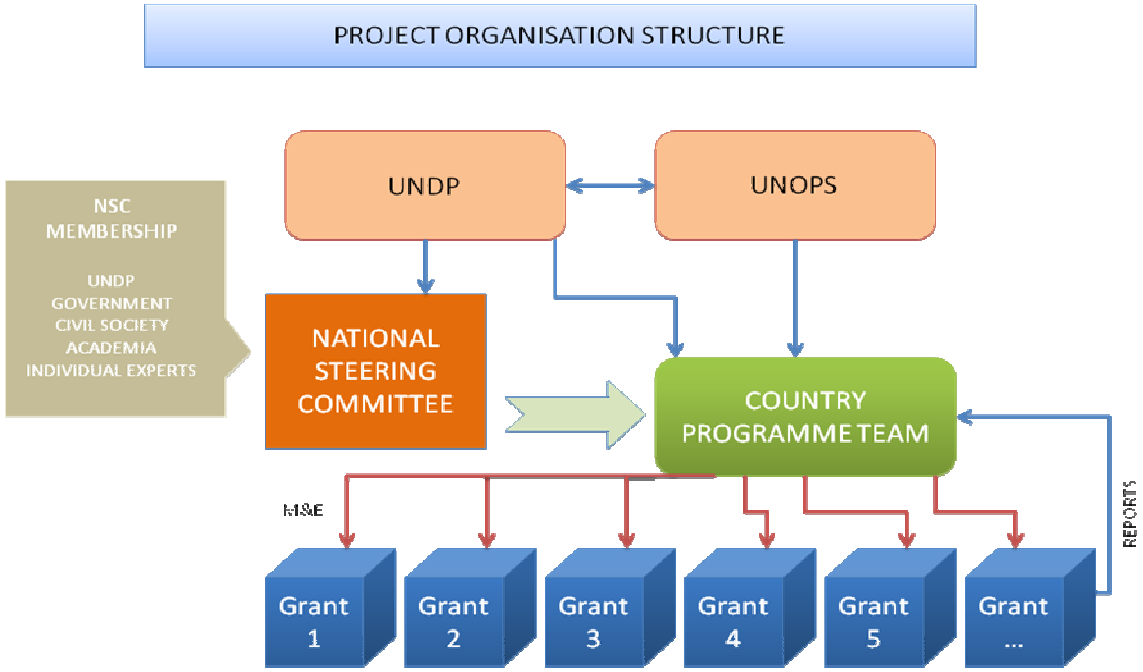
118. If UNOPS is prevented by force majeure from fulfilling its obligations under this Agreement, it shall not be deemed in breach of such obligations. UNOPS shall use all reasonable efforts to mitigate the consequences of force majeure. Force majeure is defined as natural catastrophes such as but not limited to earthquakes, floods, cyclonic or volcanic activity; war (whether declared or not), invasion, rebellion, terrorism, revolution, insurrection, civil war, riot, radiation or contaminations by radio-activity; other acts of a similar nature or force.

119. Notwithstanding anything to the contrary, UNOPS shall in no event be liable as a result or consequence of any act or omission on the part of UNDP, the government and/or any provincial and/or municipal authorities, including its agents, servants and employees.

120. UNDP and UNOPS shall use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the dispute, controversy or claim and of measures which should be taken to rectify it, shall be referred to the UNDP Administrator and the UNOPS Executive Director for resolution.

121. This project will be implemented by UNOPS in accordance with UNOPS' Financial Rules and Regulations provided these do not contravene the principles established in UNDP's Financial Regulations and Rules.

122. UNOPS as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations security management system.



Communications and visibility requirements

123. Full compliance is required with UNDP's Branding Guidelines. These can be accessed at http://intra.undp.org/coa/branding.shtml, and specific guidelines on UNDP logo use can be accessed at: http://intra.undp.org/branding/useOfLogo.html. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects need to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: http://www.thegef.org/gef/ GEF_logo. The UNDP logo can be accessed at http://intra.undp.org/coa/branding.shtml.

124. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: http://www.thegef.org/ gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

125. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

Monitoring Framework and Evaluation

126. The project will be monitored through the following M& E activities. The M& E budget is provided in the table below.

Project start:

127. A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

128. The Inception Workshop should address a number of key issues including:

a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
b) Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
d) Discuss financial reporting procedures and obligations, and arrangements for annual audit.
e) Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

129. An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

130. Quarterly**:**

- Progress made shall be monitored in the UNDP Enhanced Results Based Managment Platform.
- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
- Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
- Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

131. Annually**:** Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements. The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).

- Lesson learned/good practice.
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

132. Periodic Monitoring through site visits**:** UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Board may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Board members.

133. Mid-term of project cycle: The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (insert date). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

134. End of Project: An independent Final Evaluation will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC).

The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

135. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Learning and knowledge sharing:

136. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

M&E Workplan and Budget

Type of M&E activity	Responsible Parties	Budget US$ *Excluding project team staff time*	Time frame
Country Programme Level			
Inception Workshop and Report	▪ SGP National Coordinator ▪ NSC ▪ UNDP RTA and CO ▪ UNOPS	Indicative cost to project: $ 5,000; Travel cost of RTA from IA fee	Within first two months of project start up
Measurement of Means of Verification of project results.	▪ Oversight by SGP National Coordinator. NC will oversee the hiring of specific studies as relevant (e.g., carbon monitoring method, adaptation of GEF tracking tools for community use)	To be finalized in Inception Phase and Workshop. Indicative cost of M&E experts in Biodiversity (1), CC (2) $79,200; and website design expert for web-based small grant monitoring tool.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on *output and implementation*	▪ Oversight by SGP National Coordinator	To be determined as part of the Annual Work Plan preparation. Other costs included above.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	▪ SGP National Coordinator ▪ UNDP RTA	No cost to project budget Annual visit by RTA – Travel cost from IA fee	Annually
Periodic status/ progress reports	▪ SGP National Coordinator and team	No cost to project budget	Quarterly
SGP Global Database update	▪ SGP National Coordinator ▪ Local consultant	Indicative cost to project: $6,000	Quarterly
Mid-term Evaluation NC Experience exchange workshop with other countries	▪ SGP National Coordinator and team ▪ UNDP STA ▪ GEF SGP CPMT ▪ External Consultants (i.e. evaluation team)	Indicative cost of evaluation: $25,000 Indicative cost of workshop participation: $3,000	At the mid-point of project implementation.
Final Evaluation	▪ SGP National Coordinator and team, ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team)	Indicative cost: $ 40,000	At least three months before the end of project implementation
Project Terminal	▪ SGP National Coordinator and team	Indicative cost:	At least three months

Type of M&E activity	Responsible Parties	Budget US$ *Excluding project team staff time*	Time frame
Country Programme Level			
Report	▪ UNDP CO ▪ Local consultant	$5,000	before the end of the project
SUB-TOTAL *Excluding project team staff time and UNDP staff and travel expenses*		**US $163,200**	

Individual grant level			
Type of M&E activity	**Responsible Parties**	**Budget US$**	**Time frame**
Ex-ante visit	▪ SGP National Coordinator ▪ NSC members	Indicative cost: $9,700	Risk based (20% of total No. of grants)
Field monitoring visit	▪ SGP National Coordinator ▪ NSC members	Indicative cost: $11,100	At least twice in the lifetime of project; Additional visits on a risk basis
Monitoring of and technical support to community application of M&E methods, tools	▪ SGP National Coordinator ▪ National consultant ▪ NSC members	Indicative cost: M&E training $16,000	Half-yearly
Progress reports	▪ Beneficiary organization ▪ SGP National Coordinator	No cost	Half-yearly
Final report	▪ Beneficiary organization ▪ SGP National Coordinator	No cost	End of project
Final evaluation	▪ National consultant ▪ SGP National Coordinator ▪ Beneficiary organization	Included in project grant budget	End of project
Audit	▪ UNOPS ▪ SGP National Coordinator ▪ Beneficiary organization	Included in project grant budget	Risk based
SUB-TOTAL COST *Excluding project team staff time and costs included in project grant budget*		US$36,800	
TOTAL indicative COST		US$200,000	

Legal Context

137. This document together with the CPAP signed by the Government of Pakistan and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

138. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

139. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annexes

Annex 1. Risk Analysis.

Description	Date Id'd	Type	Impact & Probability	Countermeasures / Mngmnt response
Climate change and variability may have unpredictable impacts on the project's biodiversity conservation work results.	05/ 2011	Environmental	Medium	Grants will be made with climate risks in mind, and steps will be taken to minimize and adapt. The project's focus on strengthening a new type of decentralized protected area tool (community based PA) in Pakistan makes particularly good sense given the need to strengthen the resilience of conservation tools in the face of climate change. Resilience is strengthened in part by ensuring a range of approaches and tools are used to conserve and sustainably utilize biodiversity.
The destruction wrought by the flooding in the Indus Basin may hamper community development work for years to come.	03/ 2011	Environ-mental	Med-Low	Every risk is also an opportunity and this risk will be approached as a chance to help communities begin anew in many cases with new capacities to achieve sustainable livelihoods and generate global benefits. The project emphasis upon adaptive management will help the community groups respond to the uncertainty associated with the aftermath of this disaster.
A grantee may fail to complete a project and therefore fall short of its targets. Grantees		Organizational	Medium	Risks will be mitigated by consistent oversight and monitoring of the project portfolio in Pakistan

have widely varying levels of technical and management capacity.				by UNDP-GEF and CO. For example, the project will work with all grantees to help them maintain appropriate rates of disbursement, link grantee partners in peer-to-peer learning groups, and work in a flexible manner that responds to the strengths of each grantee. The project will mitigate this risk by supporting replication of good practices for global/local benefits.
Communities in the project region may not perceive the benefits of proposed measures and view them as conflicting with their own livelihood development priorities.		Organizational	Low	Grant proposals will not be approved if they do not have the full support of local communities, as evidenced by required letters of support from local leaders of respective involved communities. The project emphasizes the importance of local engagement and initiative. Most of Outcome 3 is designed to catalyze this and involve the people in the activities of the project from the outset, thereby developing an understanding and an acceptance of the various measures undertaken.
Grantees may not, in the end, meet their co-funding obligations under each small grant proposal.	05/ 2011	Financial	Low-Med	Small grant applicants will be required to provide credible evidence of the realistic nature of their co-funding in the form of financial audit statements or letters from primary co-funders. Grantees will also be encouraged to form partnerships with well established governmental and private sector entities with proven track records.

Annex 2: Co-funding Letters.

[Documents attached]

Annex 3: Terms of Reference:

1) National Programme Manager (NPM)

Background

The National Programme Manager (NPM), will be a locally recruited national selected based on an open competitive process. He/She will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The NPM will be tasked with the day-to-day management of project activities, as well as with financial and administrative reporting. *The NPM's prime responsibility is to ensure that the project produces the planned outputs and achieves the planned indicators and indicator targets by undertaking necessary activities specified in the project document to the required standard of quality and within the specified constraints of time and cost. This will require linking the indicators to the work plan to ensure Results-Based Management.*

The NPM will report to the UNDP-Pakistan Environment Officer (or other duly designated UN officer) for all of the project's substantive and administrative issues. The NPM will report on a quarterly basis to the Project Executive Group (PEG). The NPM will be responsible for meeting government obligations under the project and will perform a liaison role with the Government, UNDP and other UN Agencies, NGOs and other project partners.

Duties and Responsibilities

- Supervise and coordinate the production of project outputs, as per the project document;
- Liaise with UNDP and relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Ensure the timely and effective implementation of all components of the project;
- Ensure a results-based approach to project management – this means the NPM *must* understand the project's results framework indicators and respective indicator targets and verify these at project inception together with UNDP and any additional expertise. These indicators must then be linked on a daily basis to the project's work, NOT simply reported on once a year for the PIR Process.
- Mobilize all project inputs in accordance with UNDP procedures for nationally executed projects;
- Coordinate the recruitment and selection of project personnel;
- Coordinate and supervise the work of all consultants and sub-contractors, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Prepare Annual Work plans in advance of each successive year and submit them to the Project Executive Group for approval.
- Prepare financial reports, as required by Project Director and UNDP;
- Work with UNDP to complete the annual project implementation review (PIR) reporting exercise.
- Facilitate administrative backstopping to subcontractors and training activities supported by the Project;
- Oversee and ensure timely submission of all project reports, including technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;

- Report progress of project to the steering committee, and ensure the fulfilment of steering committee directives.
- Carry out regular inspections of all project sites and activities.

Qualifications

- Proven management expertise – must be able to fluidly handle the political, technical, and people management challenges that will face the NPM on a daily basis. This is first and foremost the most important qualification.
- A university degree (MS or PhD) in Management or Environmental Sciences or other relevant discipline;
- At least 10 years of experience in natural resource management or project/programme management;
- At least 5 years of project/programme management experience;
- Working experience with ministries and national institutions in Azerbaijan;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search;
- Strong knowledge of biodiversity and climate change issues in Pakistan, including the political, institutional and socio-economic contexts;
- Excellent writing and communication skills in English.

2) Programme Assistant (PA)

Background

The Programme Assistant (PA), will be a locally recruited national selected based on an open competitive process. He/She will report to National Programme Manager (NPM) and assist the NPM in the coordination of the UNDP-GEF project. He/She will have two roles: as an Administrative Assistant and as an Accountant.

As an Administrative Administrator, he/she will:

- Provide assistance in the operational management of the project according to the project document and the NEX procedures.
- Undertake all preparation work for procurement of office equipment, stationeries and support facilities as required;
- Provide support in preparing project events, including workshops, meetings (monthly, quarterly and annual), study tours, trainings, etc., as required.
- Take care of project telephone, fax, and email system;
- Assist with preparation of TORs and contracts for consultants for project activities.

As a Project Accountant, he/she will:

- Prepare quarterly advance requests to get advance funds from UNDP in the format applicable.
- Assist the NPM and NPD in project budget monitoring and project budget revision.

- Set up accounting system, including reporting forms and filling system for the project, in accordance with the project document and the NEX procedures;
- Maintain petty cash transactions. This includes writing of receipts, preparation of payment request form, receipt and disbursement of cash and clearance of advances;
- Prepare cheques and withdraw money from the bank;
- Prepare project financial reports and submit to NPM and NPD for clearance and furnish to UNDP as required;
- Enter financial transactions into the computerised accounting system;
- Reconcile all balance sheet accounts and keep a file of all completed reconciliation;
- Check and ensure that all expenditures of projects are in accordance with NEX procedures. This includes ensuring receipts to be obtained for all payments;
- Check budget lines to ensure that all transactions are booked to the correct budget lines;
- Ensure documentation relating to payments are duly approved by the NPD;
- Bring any actual or potential problems to the attention of the NPD;
- Follow up bank transfers. This includes preparing the bank transfer requests, submitting them to the bank and keeping track of the transfers;
- Ensure Petty Cash to be reviewed and updated ensuring that there is up-to-date records;
- To continuously improve system & procedures to enhance internal controls to satisfy audit requirements.
- Ensure that bank statements be collected from the banks at the appropriate time;
- Ensure that bank accounts are reconciled and reported in a timely manner;
- Prepare monthly bank reconciliation statement, including computation of interests gained to be included into reports.
- Maintain the inventory file to support purchases of all equipment/assets.
- Undertake other relevant matters assigned by the NPM.

Qualifications and requirements

- University degree in accounting, finance or related fields;
- Solid experience of budgeting, planning and reporting on foreign funded projects; and experience with international auditing requirements.
- Good secretarial skills and good organizational capacity;
- Knowledge in administrative and accounting procedures of the Government
- Good computer skills in common word processing (MS Word), spreadsheet (MS Excel), and accounting software.
- Appropriate English language skills, both spoken and written.

3) Local Security Assistant (LSA)

Background

The UNDP Office in Pakistan and its projects have over 230 staff and personnel (national and international) as well as providing basic security services to employees of nationally implemented projects. They are spread through a number of offices around the country. In view of the above and given the existing security situation in the country, the Security Unit of UNDP Pakistan is to be strengthened. The primary objective of the UNDP Local Security Assistant in Pakistan is to assist the Security Advisor and the Senior Security Associate along with UNDP Country Director and Security Focal Point in his/her security responsibilities to protect and minimize the risk to UNDP staff, eligible dependants, property and operations in all locations and at the same time enable UNDP programme delivery throughout the country.

Functions / Key Results Expected

The LSA performs the following in support of and on behalf of the UNDP SA/SSA:

1. Threat and Risk Assessment

- Review security situation on a daily basis through local media and other sources and brief SA/SSA on trends/ situations that could affect UNDP.
- Assist SA/SSA in conducting threat and risk assessments for operations in the districts and regions where UNDP projects are implemented in order to identify and assist with the implementation of appropriate risk mitigation measures. • Assist SA/SSA in conducting periodic Security Risk
- Assessments and associated reports on offices and UNDP implemented projects.
- Assist SA/SSA in conducting periodic security assessments of UNDP premises and equipment and advice on shortfalls in security preparedness with recommended improvements and solutions
- Assist SA/SSA with the programme assessment inputs from programme and projects;
- Assist SA/SSA with the provision of UNDP specific inputs to DSS, while reviewing and updating the country threat and risk assessment.

2. Security Plan and Minimum Operating Security Standards

- Assist the SA/SSA with the formulation and implementation of a security plan for UNDP Pakistan including all contingency plans;
- Work closely with the SA/SSA to ensure that UNDP procedures conform to the UN security framework;
- Assist SA/SSA in ensuring that UNDP personnel, projects and equipment are MOSS compliant
- Ensure that staff members are provided with and proficient in the use of safety equipment, including communications equipment, vehicle emergency equipment and personal security safeguards required for work in the field
- Provide advice on selection and procurement of appropriate equipment for security (vehicles, telecommunications equipment, etc);
- Provide orientation and training to international and national staff members on security guidelines, communication procedures, travel precautions, emergency procedures and existing restrictions in movement, such as curfews, restricted and high risk areas; and
- Coordinate with the S/SSA a 24-hour response to all security related incidents involving UNDP staff and eligible dependants.

3. Physical Security and Security Risk Assessments

- Assist SA/SSA and regional LSAs with implementation of access control mechanisms (visitor/vehicle screening), office hardening and recommended mitigation measures as necessary for UNDP Offices in Pakistan.
- Assist SA/SSA in ensuring that UNDP premises and international staff residences are MOSS and MORSS compliant.
- Assist SA/SSA in premises security, guard force management and deployment and billing with guard Services Company.

4. Administration

- Responsible for administrative aspects of UNDP Security Unit i.e. Asset and Inventory Management, Security Unit Payroll, Leave Management and Unit's Record Keeping.
- LSA will be required to undertake ATLAS training and will be responsible for financial aspects of UNDP Security Unit that includes Budget Tracking and allocation of security funds.
- Responsible for overseeing and coordinating all aspects of travel administration for the Security Team (Requisitions,
- Travel Authorizations/Purchase Orders, Reservations and DSA Claims.
- Assist SA/SSA in procurement of security related equipment, preparation of required adequate documentation and follow up on the procurement status;
- Assist in preparation of UNDP Security Unit's Annual Budget.

5. Sharing of Information
- Develop and maintain a robust warden system for all staff.
- Establish and maintain internal communications systems such as sms alert systems.
- Ensure that UNDP programme staff are provided with situation reports and other appropriate security related information;
- With accurate inputs from HR and Procurement (for ICs), the LSA will be responsible for maintaining updated UNDP staff lists for national and international staff, including details of visiting missions and consultants;
- Reporting of all security-related incidents involving UNDP staff and eligible dependants to the SA and SSA.

6. Security Trainings
- Assist SSA with in ensuring 100% compliance for mandatory security learning including BSITF, ASITF and SSAFE.
- Assist SA/SSA in coordinating security and safety related training such as fire, first aid, trauma, communications, etc.; and When required conduct security specific training such as security awareness, warden training, security mainstreaming and HSRD incorporating all security and guard force.

Qualification and skills required

The LSA will have the following qualifications and experience:
- Secondary School certificate and applicable security and/or military training, Advanced University Degree is desirable but not a requirement.
- A minimum of 5 years of relevant security related experience in a reputable organization.
- Fluency in written and spoken English is essential.
- Knowledge of other UN Official Languages is an asset.
- In-depth knowledge of Security Management and Risk Management.
- Knowledge of UNDP business, operations and programming cycle (preferred) Core Values & Ethics Demonstrates commitment to UNDPs mission, vision and values. Demonstrates cultural sensitivity and able to work in a multinational environment.
- Supports the Organizations corporate goals Complies with UNDP rules, regulations and code of conduct Demonstrates integrity Teamwork Builds effective client relationships and partnerships Interacts at all levels of staff/organization.
- Excellent interpersonal skills.
- Building and sharing knowledge.
- Provides guidance and support to others.
- Makes valuable practice contributions Communication.
- Excellent oral and written skills.
- Listens actively and responds effectively Task Management Plans, prioritizes and delivers a variety of tasks on time Exercises sound judgment/analysis.
- Develops creative solutions.
- Learning Promotes learning environment in the office.
- Provides constructive coaching and feedback for others Technical/Functional In-depth knowledge of security management and risk Management Knowledge of UNDP business, operations and programming cycle (preferred).