

Government of Pakistan

United Nations Development Programme

**Area Development Programme Balochistan
Phase II**

July 2006

Table of Contents

Signature Page		
Section I	Part I	1
	Part II	2
	Part III	2
	Part IV	5
	Part V	6
Section II	Total Work Plan for 2006 – 2010	7
	Appendix to Total Work Plan (Programme Target and Indicators)	10
Section III	Other Agreements – MoU between GoB and UNDP	11
	MoU between WFP and P&DD / ADPB	13
Figure I	ADPB Programme Districts	18
Annex 1	Major Achievements of ADPB 1999 – 2005	19
Annex 2	Operational Linkage of Proposed Committees with Programme Management and Professional Staff	21
Annex 3	List of total project staff	22
Annex 4	Organizational Structure	23
Annex 5	Terms of Reference for professional staff	24
Annex 6	Budget	

List of Abbreviations

ADPB	Area Development Programme Balochistan
ADPB	Balochistan Poverty Reduction Program (2nd Phase of ADPB)
BUITMS	Balochistan University of Information Technology and Management Sciences
CARW	Creating Assets for Rural Women (WFP Country Programme Activity III)
CDS	Community Development Supervisors
COs	Community Organizations
CPAP	Country Programme Action Plan (of UNDP)
DCC	District Coordination Committees
GoB	Government of Balochistan
HRD	Human Resource Development
IPM	Integrated Pest Management
NPC	National Programme Coordinator
NPD	National Project Director
P&DD	Planning and Development Department (of Government of Balochistan)
PMC	Programme Management Committee
PSC	Programme Steering Committee
TPR	Tripartite Review (Meeting)
UNDAF	United Nations Development Assistance Framework

UN/AF Outcomes:

- PA/2/I.2: Increased and broadened agricultural, livestock and fisheries production
 PA/A-2/I.3: Improved water and natural resources management and utilization

Expected CPAP Outcomes:

- POV1: Reduction of human and income poverty addressed as a major concern of macroeconomic policies; improved national capacity to monitor poverty and inequality
 POV2: Secure access for the poor to land and infrastructure (e.g. irrigation); provision to the poor of affordable ICT

(Relevant MYFF Service Line: 1.3 Local poverty initiatives, including microfinance)

Expected CPAP Outputs:

- POV1.1: One million individuals lifted out of poverty by removing barriers and increased economic opportunities
 POV2.1: 10,000 productive community schemes implemented
 POV2.3: 100 ICT centres established in rural areas contributing to economic development and poverty reduction
 POV2.4: 50,000 strengthened SMEs for rural development and poverty reduction
 POV2.5: 0.5 million youth employed/trained
 POV2.6: 10 sustainable credit schemes established

Implementing partner: Planning and Development Department (P&DD), Government of Balochistan

Other Partners: World Food Programme (WFP)

Brief Description: The Area Development Programme Balochistan (ADPB) has been extended into the second phase for a period of four year (July 2006 – June 2010). The purpose of the programme is poverty reduction through community based low cost interventions. The objective of the programme (ADPB Phase II) is to directly benefit 90,000 poor individuals living in valleys of selected 9 districts (Musakhel, Loralai, Qila Saifullah, Ziarat, Pishin, Quetta, Mastung, Kalat and Khuzdar) in Balochistan. To achieve its objective, the project will mobilize communities and develop their capacities; increase agricultural and livestock productivity; improve access to social services; develop vocational and IT skills; create income generation opportunities; conserve natural resources; and empower women. Additionally, the Programme will strengthen the capacity of Government line departments and civil society organizations. The programme will be implemented by P&DD, Government of Balochistan (GoB) with the assistance of technical project staff.

Country Programme Period: 2004 – 2008
 Programme Component: MYFF Goal 1: Achieving the MDGs and reducing human poverty
 Project Name: Area Development Programme Balochistan (Phase II)
 Project ID: _____
 Project Duration: 01 July 2006 – 30 June 2010
 Management Arrangement: National Execution (NEX)

Budget	US\$13,847,800
General Management Support Fee	US\$482,000
Total budget:	US\$14,329,800
Allocated resources:	US\$8,570,000
• GoB	US\$4,270,000
• Regular (UNDP)	US\$2,600,000
• Other (parallel financing):	
o WFP	US\$ 700,000
o Community (cash/in-kind)	US\$1,000,000
Unfunded budget:	US\$5,759,800

Agreed by EAD, Government of Pakistan:

Agreed by UNDP:

AMIR TARIQ ZAMAN
 Joint Secretary
 Economic Affairs Division
 Government of Pakistan
 Islamabad

Part I. Situation Analysis

The Area Development Programme Balochistan (ADPB), jointly supported by the Government of Balochistan (GoB), World Food Programme (WFP) and UNDP, started its implementation in January 1999 for poverty alleviation in rural Balochistan by participatory integrated area development approach. Although the ADPB faced major constraints during its operation because of delayed and lesser than committed amount of funds released by the GoB and an interruption in the WFP's contribution due to change in their global policy, it has made some worth mentioning achievements listed in **Annex 1**.

Apart from regular annual Tripartite Reviews, ADPB has been subjected to three external evaluations. An In-Depth Cluster Evaluation Mission in October 2000 recognized that ADPB has been able to successfully organize communities and economically empower them through training and linkages; made considerable progress in women economic mainstreaming; successfully introduced internal savings; enhanced agricultural productivity and farmers income; mitigated adverse drought effects on livestock and successfully raised watershed plantation on large areas under purely rain-fed conditions. The Mission's major recommendations emphasized increased focus on water management, inclusion of Human Resource Development (HRD) component to provide support to capacity building, increased training of core activists, and establishing strong linkages with social sector organizations for the delivery of missing services. The UNDP fielded another Review Mission in November 2003. The Mission assessed the progress in agriculture production, livestock and fodder production, range and watershed management, irrigation and water and provision of social sector services, as positive. However, the Mission felt that social mobilization, training of activists, and the credit programme needed much greater attention and efforts. The Mission, *inter alia*, recommended urgent filling of the gaps in staffing of professionals in the field of Social Organization, HRD, Gender, Micro Credit and Enterprise development, Monitoring and Evaluation with an immediate reorientation and training of field staff and Programme professionals in social mobilization. Based on their findings, the Mission recommended continuation of the Programme for a period of 5 – 7 years. The Mission also recommended that project operation should remain confined to the same 9 districts, but covering larger area and accessing much larger number of poor rural households. The last Evaluation was conducted in December 2004 mainly to review impact, results and achievements, identify gaps and successes, and make recommendation for future action. The mission recommended to extend the program life by at least another 4 years but to exclude some activities (e.g. roads/communications, mineral exploitation, tourism development) given in PC-1 from its scope that involve major investments and are being carried out by other line departments.

The Programme could partially respond to the recommendations of the two missions of 2000 and 2003 due to resources constraints. The Programme is currently scheduled to end on 30 June 2006. The Government of Balochistan has shown interest in a follow-up phase of the Programme and has approved PC 1 in this regard...

Balochistan is still facing various development constraints. The prolonged drought during 1998-2002 severely affected crop and livestock production; the two primary means of livelihoods for the rural population in Balochistan. Due to long distances and poor means of communication, farmers in remote areas are deprived of access to technical services, input supplies and market infrastructure. The public sector institutional support system for agriculture is weak and is not well coordinated. Majority of the Field Assistants are non-diploma holders with no professional competence to advise farmers at the grassroots level. According Pakistan Economic Survey

05-06, the adult literacy rate in Balochistan is only 37 % as against the national rate of 53%. Because of a weak industrial base, employment opportunities in Balochistan are limited. The formal sector of the economy employs only a negligible number of people whereas most people are employed in agriculture and the informal sector. However, the severe negative effect of drought has resulted in shrinkage of on-farm jobs consequently increasing pressure on the off-farm job market. A number of cottage industrial units, operated mostly by women, are spread all over Balochistan, and are a source of supplemental income to some of the rural households. However, this sector is not progressing due to weak support from public sector, inadequate physical infrastructure, non-availability of credit and marketing facilities and inadequate training to develop skills and entrepreneurial ability. Considering these constraints in Balochistan, it is vital to continue this community-based multi-sectoral poverty reduction programmes with an additional focus on strengthening the capacity of local governments.

Part II. Strategy

The Area Development Programme Balochistan (ADPB) will be operated in the same 9 districts (Musakhel, Loralai, Qila Saifullah, Ziarat, Pishin, Quetta, Mastung, Kalat and Khuzdar) where ADPB Phase I operated (Figure-1) and will follow the same participatory integrated area development approach. ADPB II will cover larger areas and households (increased depth) within the selected 9 districts to more explicitly demonstrate the programme's impact. The Programme will be replicated in other districts if GoB desires to upscale the scope.

The overall objective of the programme is to reduce poverty in deprived valleys in 9 districts in Balochistan by mobilizing communities and developing their capacities; increasing agricultural and livestock productivity; improving access to social services; developing vocational skills; training in IT; creating income generation opportunities; conserving natural resources; and strengthening women's role in economic activities and decision making.

In this phase, greater focus will be made on community-based water conservation and management initiatives; improved animal husbandry by artificial feeds and sustainable rangeland management; training of women as Livestock Extension Workers and vocational skill training in collaboration with existing institutions such as Balochistan University of Information Technology and Management Science (BUIITMS). More the project will emphasis on delivery of results especially vis-à-vis UNDP Country Programme Action Plan (CPAP) Outputs (see Total Work Plan in the Section II) while ensuring that specific activities are in line with communities' needs and within a range of possible O&M by communities, These will be achieved through the following means:

- Social mobilization,
- Capacity development of CO members and local government staff,
- Developing stronger linkages with local government at policy and field levels,
- Continuous resource mobilization,
- Developing and maintaining an efficient monitoring and evaluation system; and
- Documentation and dissemination of the achievements at local, provincial and national levels.

Part III. Management Arrangements

1. Organizational Arrangement

The programme will be implemented through National Execution (NEX) modality agreed with the Economic Affairs Division (EAD), Government of Pakistan. The Planning & Development Department (P&DD), Government of Balochistan, will be the Implementing Partner. Additional Chief Secretary, Planning and Development / Secretary Planning, P&DD, will be the National Project Director (NPD), acting as the focal point for ownership, responsibility, accountability, and programme supervision.

A Programme Steering Committee (PSC) will provide policy guidance, approve annual work plan, ensure coordination and review progress. It will be chaired by the Additional Chief Secretary, P&DD, and Secretaries and Directors-General from the relevant GoB line departments, the National Programme Coordinator (NPC) and representatives from UNDP, EAD, and other donors will be the members. For this purpose, the PSC will meet at least twice a year. Each line department involved in the programme implementation will appoint a senior officer designated as a Liaison Person for their respective component in the programme, who will be the focal point for coordinating implementation of relevant Programme activities within his / her department.

The P&DD will manage the programme, through a Programme Management Committee (PMC), chaired by the NPD and comprised of all the Liaison Persons identified in the relevant line departments (at district and provincial levels), District Government, the NPC and UNDP. The PSC will delegate powers to the NPD and PMC to approve project proposals arising from the community participation process which are consistent with the objectives of the Programme and are within the available budget. The operational linkages of various committees with ADPB management and professional staff are depicted in **Annex 2**.

The PMC will meet at least twice a year and will review and approve work plans / project proposals and then monitor the overall programme progress. The PMC will periodically review the work plan for the Programme and present it annually to the PSC for formal approval. It will ensure the regular flow of counterpart funds and authorize their distribution to implementing agencies and coordinate their activities.

The technical and administrative staff, to be recruited by the UNDP as Technical Assistance, is proposed keeping in view a certain minimum requirement of technical advisory capacity needed to cover the complexity of the programme and the need to establish adequate standards of competence. A system of rolling resource mobilization, based on annual reviews, will be followed to ensure continuous adjustment during implementation. Staff contracts will, therefore, be issued on an annual basis with opportunity for extension based on the recommendations of NPC and NPD in consultation with and consent of UNDP. Flexibility will be provided by the availability of short-term consultants or subcontracts to cover specialized inputs, training or services. The list of programme staff and the organization structure are given in **Annex 3** and **Annex 4** respectively, and the TORs of the technical posts in the programme are given in **Annex 5**.

All International recruitment, international training, international study visits and international procurement will be made through UNDP Country Office (CO). The UNDP CO will also provide technical backstopping and management support and will carry out regular monitoring visits.

2. Financial Arrangement

1) Programme budget

The total programme budget is estimated at US\$13,847,800 excluding UNDP's General Management Support (GMS) Fee¹ on cost sharing funds from the GoB and other donors. A summary of total budget is given below:

Description	Amount (US\$)
1. Programme cost (Social Mobilization, Agriculture and Integrated Pest Management, Livestock, Range & Watershed Management, Water conservation and harvesting, ICT Centres, Social Services and Gender, Income Generation, Youth Capacity Development, Infrastructure development)	11,322,557
4. Local professional personnel	1,661,248
5. Local admin personnel	253,495
6. Unspecified consultants (international)	80,000
8. Field visits / follow up	218,000
9. Premises rental	108,000
11. Sundry (incl. Utilities, O&M, CO misc. expense)	422,500
Subtotal	13,847,800
General Management Service Fee (3% on Govt. funds and 5-7% on other donors)	482,000
Total	14,329,800

Comment [SA1]: US\$ added 469,000.

Detailed budget is given in the Total Work Plan in the Section II.

2) Financial management

The contribution from GoB will be deposited in the UNDP Resident Representative (RR) account on annual basis. The funds from UNDP and counterpart funds from GoB, will be then transferred into a Project Account jointly operated by NPD and NPC. Funds from UNDP RR account will be released on quarterly basis, to the Project Account, on submission of technical and financial work plans along with previous quarter's financial statements and progress reports duly signed by the NPD and NPC.

UNDP and GoB will sign a Cost Sharing Agreement according to which GoB will transfer its share into UNDP RR account on annual basis as per the agreed schedule. GoB has already transferred an amount of Rs. 28 million to ADPB Account. This amount will be considered as GoB share towards its total commitment (US \$ 4.47 million) and will be utilized as per UNDP Pakistan NEX Modality.

The WFP contribution of US\$ 0.7 million will be provided directly to the programme in the form of food stamps through the Pakistan Bait-ul-mal. For encashment of food stamps the Bait-ul-mal will, simultaneously, deposit equivalent amount in cash in branches of commercial banks, to be jointly identified by them and the ADPB in areas of its operation. The food-stamps will be issued to cover 50% of the labour charges under the WFP's Food-for-Work and Food-for-Training programmes focusing on activities relevant to WFP's programme "Creating Assets for Rural

¹ This was formally known as Country Office Administrative (COA) fee. It will be paid for cost-sharing projects, @3% on Govt. funds and 5 – 7% on other donors. This covers UNDP cost relating to programme support, i.e., recruitment, procurement, financial management, monitoring, coordination, networking, quality control, evaluation etc.

omen." A separate account will be maintained for these food-stamps in the ADPB office and regular reports, on their use, will be sent to WFP.

Part IV. Monitoring and Evaluation

Monitoring and Evaluation (M&E) of the programme will be strengthened by the provision of a M&E Specialist on the programme team and baseline survey to be conducted at the beginning of the programme. M&E Specialist will be responsible for developing an effective M&E system for the programme including design and development of data collection instruments and reporting formats based on identified indicators, analysis of the M&E data and development of analytical reports. The documents to facilitate monitoring will be Annual and Quarterly Progress Reports, periodic impact assessment studies and regular reporting against different indicators mentioned in the Programme Resources Framework.

The NPC will be responsible to prepare and submit quarterly and annual progress reports as required under the Project Cycle Operation Manual (PCOM). These progress reports will cover programme achievements against planned activities / work plans, resource and financial implementation, challenges, constraints and risks as well as lessons learnt and way forward. These reports will also contain work plan for the following quarter/year.

The Programme Steering Committee and Programme Management Committee, in clearing the work plans and progress reports, will exercise their monitoring role.

A PSC will meet preferably at the end of each year for assessing progress against the set targets, and identify need for a revision of activities and resource allocation. The PSC meeting will be participated by the representatives of GoP, GoB (Implementing Partner), UNDP, WFP, and representatives of other donors. A Programme Performance Evaluation Report and AWP Monitoring Tool will be prepared and circulated well in time, for consideration in the PSC meeting.

An independent mid-term evaluation will be undertaken at the end of the second year of the programme to assess progress in achieving outcomes and alert programme management (NPD & NPC) of any course correction or changes suggested for the remainder of the programme period. Such an evaluation will provide key inputs to the following PSC meeting and programme's Work Plan for the future.

The project will prepare a Terminal Report at the end of the project as per the format given above for APR /QPR but covering the entire project period.

Part V. Legal Context

The legal context for UNDP-assisted programmes and projects in Pakistan is established by two major arrangements:

1. The Convention of the Privileges and Immunities of the United Nations, given effect to by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to on 16 June, 1948; and

The agreement between the Government of Islamic Republic of Pakistan and the United Nations Development Programme concerning assistance under the Special Fund Sector of the United Nations, signed by the parties on 25th February 1960.

The Project Document shall be the instrument (therein referred to as a Plan of Operation) envisaged in article 1, paragraph 2, of the agreement between the Government of Islamic Republic of Pakistan and United Nations Development Programme concerning assistance under the Special Fund Sector of the United Nations.

UNDP-assisted programmes and projects for Pakistan are planned and executed in accordance with the global UNDP Financial Rules and Regulations and the Project Cycle Operations Manual for Pakistan.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

- a) Revisions in, or addition of, any of the annexes of the project document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- c) Mandatory annual revisions, which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or to take into account agency expenditure flexibility.

Section II: Total Work Plan
Year July, 2006 – June, 2010

Expected CP Outputs	Planned Activities List all activities including M&E to be undertaken towards stated CP outputs	Timeframe				Responsible Party	Planned Budget	
		Y1	Y2	Y3	Y4		Donor	Amount (US\$)
							GoB, UNDP	Subcontract, Materials & Goods
POV 1.1: One million individuals lifted out of poverty by removing barriers and increased economic opportunities	1.1.1 Preparatory Work: Select target communities; conduct baseline survey, trainings of GoB staff, and orientation workshops for selected communities on participatory development and social mobilization	xxx				P&DD		163,000
	1.1.2 Social Mobilization: Assist formation of community organizations (COs) and clustering of COs; provide trainings to CO members in proposal writing and management skills	xxx	xxx	xxx	xxx	P&DD	Subcontract, Materials & Goods	210,000
	1.1.3 Agriculture and Integrated Pest Management (IPM): Demonstrate and introduce improved and low water delta field and horticultural crops, IPM technologies, quality seed and nursery plants, and better picking, grading and packing technologies; facilitate	xxx	xxx	xxx	xxx	P&DD, Agriculture Dept	Materials & Goods, Equipment	1,000,000
	1.1.4 Livestock: Provide trainings to CO members and Livestock Dept Field Services staff in livestock healthcare, management, nutrition and marketing; demonstrate livestock manure decompose technology; provide bulls and rams for breed improvement; assist	xxx	xxx	xxx	xxx	P&DD, Livestock Dept	Materials & Goods, Equipment	558,000
	1.1.5 Range & Watershed Management: Assist nursery raising, planting, and maintenance of plantation; provide trainings in watershed management and dry land afforestation	xxx	xxx	xxx	xxx	P&DD, Forest Dept	Materials & Goods, Equipment	1,800,000
	1.1.6 Irrigation: Provide demonstration and trainings of Irrigation Dept staff and farmers in designing, installation, and O&M of High Efficiency Irrigation System and of better on-farm irrigation practices; assist rehabilitation of Karezes and springs	xxx	xxx	xxx	xxx	P&DD, Irrigation Dept	Materials & Goods, Equipment	279,000

Secretary of State
Year July, 2006 - June

1.1.7 Social Services and Gender: Assist in the development of strategies to address gender issues and to involve women in project activities; conduct trainings, workshops, and seminars to create gender sensitivities among govt staff, NGOs and communities; provide

1.1.8 Monitoring and Evaluation: Using GIS and other tools, collect socio-economic data, natural resource and geographical information, project activities and outputs and establish database; conduct poverty mapping, develop and monitor specific performance

1.1.9 Communication and Publication: Develop and disseminate materials for communicating programme objectives, strategy, outputs and impact including printed material, mass media and website; organize field days and workshop to create awareness of CO members

1.1.10 Project Management: Provide technical staff, administrative support, short-term consultants, equipment, UNDP support, mid-term evaluation, audit, etc. for effective and efficient project implementation

Activity	Y1	Y2	Y3	Y4	Donor	Budget Description	Amount (US\$)
	xxx	xxx	xxx	xxx	GoB, UNDP, WFP, others	Subcontract, Material & Goods	722,000
	xxx	xxx	xxx	xxx	GoB, UNDP, WFP, others	Subcontract, Material & Goods, Equipment	370,000
	xxx	xxx	xxx	xxx	GoB, UNDP, WFP, others	Subcontract, Material & Goods, Equipment	64,000
	xxx	xxx	xxx	xxx	UNDP, other	Local Professional Personnel	1,128,500
	xxx	xxx	xxx	xxx	UNDP, other	Local Admin Personnel	351,400
	xxx	xxx	xxx	xxx	UNDP, other	Unspecified consultants (int'l)	80,000
	xxx	xxx	xxx	xxx	UNDP, other	Unspecified consultants (Nat'l)	572,400
	xxx	xxx	xxx	xxx	UNDP	Travel	218,000
	xxx	xxx	xxx	xxx	UNDP	Premises Rental	108,000
	xxx	xxx	xxx	xxx	UNDP	Equipment	156,000
	xxx	xxx	xxx	xxx	UNDP	Misc. (supplies, O&M, utilities)	1,422,500
						Subtotal Project Management	4,036,800

Section II: Total Work Plan
Year July, 2006 – June, 2010

Expected CP Outputs	Planned Activities List all activities including M&E to be undertaken towards stated CP outputs	Timeframe				Responsible Party	Planned Budget		
		Y1	Y2	Y3	Y4		Donor	Budget Description	Amount (US\$)
POV 2.1: 10,000 productive community scheme implemented	2.1.1 PSI Scheme: Construct 1200 various community based schemes including water recharge structures (e.g. earth dams, check dams, valley dikes)	xxx	xxx	xxx	xxx	F&DD, Irrigation Dept., Agriculture Dept.	GoB, UNDP, WFP, others	Materials & Goods, Equipment	3,000,000
Sub total for CPAP Output 2.1									
POV 2.3: 100 ICT centres established in rural areas	2.3.1 ICT Centre: Establish 20 ICT centres; provide trainings in utilization and O&M to make the centres run by communities	xxx	xxx	xxx	xxx	F&DD	GoB, UNDP, WFP, others	Materials & Goods, Equipment	130,000
	2.3.2 Skill Development Training Program with other institutions like BUJTWMS: Provide technical assistance and ICT based training materials for vocational skill development	xxx	xxx	xxx	xxx	F&DD, BUITMS	GoB, UNDP, WFP, others	Materials & Goods, Equipment	100,000
Sub total for CPAP Output 2.3									
POV 2.4: 500,000 strengthened SMEs for rural development and poverty reduction	2.4.1 Income Generation: Provide skill development and entrepreneurship training; facilitate marketing of products	xxx	xxx	xxx	xxx	F&DD	GoB, UNDP, WFP, others	Materials & Goods, Equipment	230,000
Sub total for CPAP Output 2.4									
POV 2.5: 0.5 million youth employed/trained	2.5.1 Capacity Development: Provide trainings specifically to the youth in the programme sectors	xxx	xxx	xxx	xxx	P&DD	GoB, UNDP, WFP, others	Materials & Goods, Equipment	648,000
Sub total for CPAP Output 2.5									
POV 2.6: 10 Sustainable Credit Scheme established	2.6.1 Microcredit: Establish an independent Microcredit Unit in the program which will be operated as revolving fund and by a microcredit specialist	xxx	xxx	xxx	xxx	P&DD	GoB, UNDP, WFP, others	Grants	437,000
Sub total for CPAP Output 2.6									
Grand Total									330,000
									13,847,800

Appendix to Total Work Plan: Programme Targets and Indicators (

CP Outputs	Indicator	Target				
		Total	2005	2006	2007	2008
POV 1.1: One million individuals lifted out of poverty by removing barriers and increased economic opportunities	Number of CO established with at least 70% of members from poor and poorest HH and at least 75% of members	400	100	100	100	100
	The poor individuals benefited from Programme activities	90,000	22,500	22,500	22,500	22,500
POV 2.1: 10,000 productive community scheme implemented	Community need based schemes constructed	1,200	300	300	300	300
POV 2.3: 100 ICT centres established in rural areas	ICT centres established in programme areas	20	5	5	5	5
POV 2.4: 500,000 strengthened SMEs for rural development and poverty reduction	SMEs strengthened through trainings	16,000	4,000	4,000	4,000	4,000
POV 2.5: 0.5 million youth employed/trained	16,000 youths trained	4,000	4,000	4,000	4,000	4,000
POV 2.6: 10 Sustainable Credit Scheme established	2 Revolving Fund schemes established	-	1	1	-	-

Section III -- Other Agreements

**MEMORANDUM OF UNDERSTANDING
BETWEEN
UNITED NATIONS DEVELOPMENT PROGRAMME
AND
PLANNING AND DEVELOPMENT DEPARTMENT
GOVERNMENT OF BALOCHISTAN**

This Memorandum of Understanding (MOU) has been signed between United Nations Development Programme (UNDP) and Planning and Development Department (P&DD) of the Government of Balochistan (GoB) for effective implementation of GoB/UNDP project "PAK/96/006 Area Development Programme Balochistan".

Background:

The Area Development Programme Balochistan (ADPB) is a project co-funded by UNDP, Government of Balochistan (GoB), WFP and local communities. It started its operation in 1999 after Preparatory Assistance (PA) phase which began in July 1997 and completed on December 1998. It is a National Execution (NEX) project, and its implementing agent is P&DD, Quetta. The project period has been extended till December 2004 after a joint consultation of the GoB, Economic Affairs Division (EAD) and UNDP which was held on 14 April 2004 (Annex 1). The substantive revision of the project is under preparation and it is anticipated that it will be jointly approved by the GoB, EAD and UNDP, beginning from 1 January 2005 for a period of 4 years.

The objective of the project is to alleviate poverty through community based activities aiming at improving crop and livestock productivity, conserving natural resources, improving access to market and services, creating income generation activities, and strengthening women's role in development. The project, though having a limited financial contribution from the GoB, has achieved substantial progress and is fully operational in 8 districts (Quetta, Khuzdar, Qila Saifullah, Pishin, Loralai, Mustung & Musa Khel). For achievements of the project, see website www.un.org.pk/sl/projects.html.

As per the project document signed on 31 March 1999 (signed cover page at Annex III), it was agreed that UNDP would provide US\$6,625,000 and GoB would provide US\$6,933,000. The same amounts were approved by the provincial and federal governments through a PC-1. While UNDP has already provided US\$6,275,846 to date, due to funding constraints the GoB could not meet its commitment and a great deal of rural infrastructure which was supposed to be developed could not be developed. However, through UNDP funding the local communities have been organized and a limited support to them has been provided through the WFP's food-for-work program.

In order for UNDP to continue further assistance to the project, it is vital to ensure that GOB will provide funds to the local communities, through UNDP system, for fast-track implementation in accordance with their needs. Therefore, UNDP and GoB have entered into this MOU.

1. The GoB will divert the funds allocated for ADPB (Rs. 28 million) in the Provincial Development Plan 2004) to UNDP Resident Representative Account in Islamabad directly or through the UNDP/ADPB account being operated by the National Project Director (NPD; Additional Chief Secretary (Development)) and National Project Coordinator (NPC)². UNDP will transfer the same amount to a separate account (Special Project Account) to be opened in Quetta for this purpose and will be operated jointly by NPD and NPC.
2. The funds from the Special Project Account will be utilized for community development work in the project area in full consultation with the local communities and the concerned line departments.

² See Explanatory Note on Funds Flow these two options (directly or through UNDP/ADPB account).

ADPB would collect proposals for the physical and social infrastructure schemes from the organized community organizations in accordance with their requirement and have it jointly approved by a committee consisting of the Director General of the concerned line department, ACS (Development) (in chair) and NPC. The funds will be spent according to the procedures given in the Project Cycle Operations Manual (PCOM) jointly approved by the EAD and UNDP, which govern the successful implementation of ADPB along with many other UNDP funded projects in the country.

3. As the ADPB has its own PC-1 approved by ECNEC, there will no smaller PC-1s for the cooperating line departments.
4. The ADPB and the line department(s) would maintain the expenditure record in their custody (two copies- original in the office of ADPB and duplicate in the concerned line department) for audit purposes.
5. The Special Project Account will be audited once a year by a team of auditors appointed jointly by UNDP and the GoB.
6. All the expendable and non-expendable equipment purchased out of GoB funds will be the property of GoB. The decision to transfer the fixed assets to any line department will be jointly made by the GoB and UNDP.
7. As per PCOM, after the completion of the project or full utilization of funds, all the project record will be kept in the safe custody of the executing agency, which is P&DD for this project.
8. As a standard practice for NEX project approved by EAD, UNDP will charge 3% as Implementation Support Services fee³.

Signed on behalf of the parties:

For the Government of Balochistan

For United Nations Development Programme

Signature: _____
Name: Major (R) Nadir Ali
Title: Additional Chief Secretary (Development)
Date:

Signature: _____
Name: Onder Yucer
Title: Resident Representative
Date:

Countersigned on behalf of Economic Affairs Division:

Signature: _____
Name: Mr. Zia-ul-Haq
Title: Additional Secretary
Date:

³ Implementation Support Service (ISS) fee is paid for cost recovery of UNDP for its operational support services such as disbursements, recruitment, procurement and custom clearance etc.

(Draft as of December 2004)

**Memorandum of Understanding
Between
The World Food Programme &
Planning and Development Department Government of Balochistan
REGARDING THE IMPLEMENTATION OF WFP COUNTRY PROGRAMME
ACTIVITY III
"CREATING ASSETS FOR RURAL WOMEN (CARW)" IN BALOCHISTAN**

This Memorandum of Understanding (MOU) has been signed between United Nations World Food Programme (WFP) and Planning and Development Department (P&DD) of the Government of Balochistan (GoB) for effective implementation of GoB/UNDP/WFP jointly assisted project "PAK/96/006 Area Development Programme Balochistan".

Background:

The Area Development Programme Balochistan (ADPB) is a project co-funded by UNDP, Government of Balochistan (GoB), WFP and local communities. It started its operation in 1999 after Preparatory Assistance phase (July 1997 to December 1998). It is a National Execution (NEX) project, and its implementing agent is P&DD, Government of Balochistan. The project period has been extended till December 2004 after a joint consultation of the GoB, Economic Affairs Division (EAD) and UNDP which was held on 14 April 2004. The substantive revision of the project is under preparation and it is anticipated that it will be jointly approved by the GoB, EAD and UNDP, beginning from 1 January 2005 for a period of 4 years.

The objectives of WFP assistance to the GoB through the ADPB is to engage in implementation of the WFP Country Programme Activity III "Creating Assets for Rural Women in Loralai, Killa Saifullah, Kalat and Khuzdar districts of Balochistan, where the GoB/ADPB is already in operation and conducting construction work for irrigation, drinking water supply, and other physical and social infrastructure. The base for this MOU is a meeting held with the WFP mission on 23rd September 2003 under the chairmanship of the ACS (Dev:) and confirmation of the Government of Balochistan regarding availability of financing for the second phase of the WFP assistance to Balochistan province.

1. Scope

- 1.1 This MOU covers the implementation of CARW programme as specified in the project document and food stamps supplied by WFP under the agreement jointly entered into by the Government of Pakistan and the World Food Programme (a copy of the document attached for reference) and distributed by the Implementing Partner within its scope of work specified in the project document of UNDP for the Area Development Programme Balochistan signed in March 1999. The activities will be implemented as part of the ADPB and provision of funds will be made available from the GoB/UNDP/WFP contributions for its existing/extended period, as committed.

2. Purpose

- 2.1 The purpose of this MOU is to establish the modalities for the implementation of activities/CARW and distribution of WFP Food Stamps and the reporting and any other responsibilities of the Partners in this regard.

3. Commencement, Duration and Termination of MOU

- This MOU shall be implemented after signatures of the parties (UNDP, GoB/ ADPB and WFP) and remain in force till the termination of the ADPB, unless its duration is amended by signatories through a mutual consent. The WFP component of the ADPB can be terminated by either party 30 (thirty) days after the date of receipt of a written notice.
- 3.2 If WFP's operations to or in Pakistan are suspended or if WFP for any reason whatsoever ceases to operate in Pakistan, WFP may discontinue its support for ADPB by giving 30 [thirty] days written notice.
- 3.3 In case of suspension/ termination of the programme for any reason whatsoever, the unutilised balance of Food Stamps, which have not been distributed or committed, for distribution for work completed, will be returned to WFP by the Implementing Partner. If WFP provides any non-food items/equipment/vehicle for the facilitation of the CARW, WFP reserves the right to demand the return of each item.

4. Definition of Beneficiaries and Use of WFP Provided Food Stamps

- 4.1 Using Participatory approaches, the GoB/ADPB will target poor villages, where women groups have been formed/organised and are functional, with the full involvement of women in decision-making.

Interventions/food for work activities will be implemented on the basis of needs and priorities identified by women/groups in selected villages. The target beneficiaries will be at household and community level.

WFP Food Stamps will be distributed to the actual participants in food for work activities with in the villages/communities. WFP will monitor and review the progress in order to ensure that resources/food stamps are delivered/distributed to the proper beneficiaries (especially women at the household level) and as per agreed work-plan.

- 4.2 For the purpose of this MOU, the households with an average monthly income of around Rs. 1,500 would be targeted for household level interventions/assistance such as the construction of water storage tanks, latrines and economic stoves and Food Stamps will be provided for both semiskilled and unskilled workers whereas in the community level assets and NRM, (Natural Resource Management) the core emphasis will be on unskilled though semi skilled workers will be also provided in particular cases. The GoB/ ADPB and the communities will arrange funds for the material costs and skilled labours in the community level assets.
- 4.3 Food Stamps provided by WFP shall be distributed equitably and free of charge, without discrimination, for the activities specified in the agreed plan.
- 4.4 WFP will contribute the daily wages in the form of food stamps, which the project /activity/ participants will use to procure basic food items from the designated grocery shops. WFP will pay food Stamps (Rs. 80/work day) per unskilled beneficiaries daily wages rate. The Food Stamps will be printed in convenient and multiple denominations of wage rates and norms.
- 4.5.1 Food Stamps will be provided to the beneficiaries in accordance with agreed work norms and value agreed by WFP. WFP may, for any reason, adjust the value of Food Stamps. The GoB/ADPB shall agree in advance with WFP on the revised value, or other corrective action. The funding detail of the GoB and WFP for this MOU is given hereunder:

Geographic Coverage	Beneficiaries by province	WFP Resources Commitments US\$ - Annual	WFP Resources Commitment 2004-2008	Government Funds Requirement US\$ - Annual	Government Funds Requirements 2004-2008
Khuzdar; Kalat, Loralai, Killa Saifullah	4,500	140,000	700,000	76,500*	382,000

- Government costs include staff salaries, food stamps service charges, counterpart cash and other operational expenses

5. Assessment, Monitoring and Evaluation

- 5.1 WFP shall be responsible for overall assessment, monitoring and evaluation of all WFP activities as considered necessary.
- 5.2 All reports compiled and prepared by the GoB/ADPB shall be in accordance with the reporting formats developed by WFP and submitted to WFP on timely basis.
- 5.3 In addition to 5.2 above, the GoB/ADPB shall provide both quantitative and narrative information. Quantitative information to be provided includes the number of beneficiaries receiving food stamps (breakdown to include gender disaggregated data such as men/women percentage share of resources, men/women percentage of positions in committees/WOs, men/women share of benefits by category of activities).
- 5.4 Narrative information to be provided should include socio-economic information about the beneficiaries, nature and types of activities, benefits of WFP's assistance and how the overall situation is expected to develop and what follow-up programmes are proposed.
- 5.5 A final report/consolidated information, covering the whole of the MOU, shall be provided by the GoB/ADPB within 30 days of the date of termination of the WFP component of the ADPB.
- 5.6 Missing, late or incomplete reporting on the part of the ADPB will provide grounds for suspension or termination of the delivery of WFP resources in accordance with the provisions of section 3.1.

6. Implementing Partner's Obligations

During the course of the WFP assistance, under this MOU, the UNDP GoB/ADPB shall:

- 6.1 report to WFP on the use of WFP-provided resources. Periodicity of reporting to WFP will be mutually agreed on, the minimum being on a monthly basis;
- 6.2 report to WFP on the progress and achievements of agreed work plan/ interventions on a quarterly basis. These will be measured in terms of indicators, which are both feasible, and relevant to the situation and objectives, e.g. number of water storage tanks/ponds, etc. constructed, numbers of beneficiaries, women groups; decision-making, selection of beneficiaries and Food Stamp system;
- 6.3 be responsible for the receipt, safe custody and distribution to beneficiaries, of WFP Food Stamps;
- 6.4 take all reasonable measures to ensure that WFP food stamps reach the intended beneficiaries quickly and this include timely distribution of food stamps among the beneficiaries for the work completed;

- 6.5 keep proper account of Food Stamps, through appropriate management and accounting system. The agreed budget lines will not be changed without prior consultation/approval from the WFP;
- 6.6 provide suitably qualified personnel and adequate means necessary for the implementation and supervision of the operations and activities described herein. This includes, unless specified otherwise, the provision of office premises, transport and other equipment, distribution supplies and equipment, and establishment of adequate record system and management procedures taking into account WFP reporting requirements;
- 6.7 be fully responsible for acts and omissions of its personnel. WFP shall not accept liability for compensation for the illness, disability, death or the effects of other hazards which may be suffered by the employees of the GoB/ADPB, whether work connected or not, or loss or damage to property or personal effects belonging to the UNDP, GoB/ADPB, its personnel or a third party;
- 6.8 maintain separate records and accounts of WFP food stamps provided under this MOU from that funds/resource made available to the ADPB from any other sources, unless specific written instructions are received from WFP. The GoB/ADPB will retain records for possible future inspection and audit purposes by WFP;
- 6.9 on basis of WFP approved daily wages rate/compensation, distribute WFP supplied food stamps free of charge through food-for-work programmes, according to the most equitable and practical distribution method as agreed to in writing with WFP;
- 6.10 establish and maintain systems providing information of beneficiary number/ records and strict planning and targeting, and monitoring of activities;
- 6.11 the GoB/ADPB shall present to WFP a list, to be updated on regular basis, of persons authorised to sign for the reception and disbursement of WFP Food Stamps, including their specimen signatures and the official stamp;
- 6.12 submit to WFP at the end of each quarter (no later than the 10th day of the following month), a Food Stamps distribution plan for the next quarter with information on estimates of the proposed number of beneficiaries based on the activities completed/undertaken;
- 6.13 actively promote public recognition of WFP supported activities, display proper sign boards and prominently reflect WFP assistance in their literature and periodic reports;
- 6.14 respect the confidentiality of any information pertaining to any individual or group of beneficiaries of activities covered under this MOU. The contents of any files, including computerised databases, can only be released to persons duly authorised by WFP to receive such information.
- 6.15 The GOB shall pay 5% of the value of received food stamps, to Pakistan Bait-ul-Mal as service charges.

7. Obligations of WFP

During the course of this MOU, WFP shall:

- 7.1 subject to 6.10 and 6.12 above, and the availability of Food Stamps as per agreed work-plan to the ADPB;
- 7.2 notify GoB/ADPB on a regular basis about the status of resources/Food Stamps supplied;
- 7.3 where logistics problems and/or pipeline breaks are anticipated to affect the delivery schedules of Food Stamps, inform the Implementing Partner in advance of any known breaks in the pipeline

supply chain. WFP reserves the right to suspend deliveries in case of diversions and similar occurrences;

- 7.4 provide, as necessary, advice and guidance on implementation strategy/Food Stamps system;
- 7.5 provide training as appropriate for GoB/ADPB's staff on distribution practices, recording and reporting of activities and use of Food Stamps;

8. Losses and Damage

8.1 The GoB/ADPB assumes full responsibility for Food Stamps handed over to it by WFP, and shall pay to WFP for any losses if they may incur.

8.2 The following circumstances, amongst others, shall be considered wilful or negligent acts or omissions of the GoB/ADPB or its employees for which WFP will be entitled to compensation as per clause 8.1 above:

loss or damage which in any way is caused or facilitated by negligence and/or dishonesty of any person or persons in the service of the GoB/ADPB and/or control and/or employment.

8.3 The following descriptions shall not be considered wilful or negligent acts or omissions of the GoB/ADPB or its employees and WFP will not be entitled to compensation as per clause 8.1 above.

8.3.1 loss or damage directly arising from war, invasions, act of foreign enemy, hostilities (whether war be declared or not), civil war, rebellion, revolution, insurrection, military or usurped power, riot or civil commotion or looting or pillage in connection therewith or from confiscation or requisition or destruction or damage to property by order of any government or public authority.

8.3.2 loss or damage caused as a result of any factor beyond the control of GoB/ADPB and its personnel/employees'.

9. Neither WFP nor the UNDP, GoB/ADPB assumes any liability for any claims against the other for damages, deaths, injuries, losses or debts arising out of their activities under this MOU.

Signed:

For : The United Nations World Food Programme

For : The Area Development Programme Balochistan

Name: Mr. German Valdivia
Title : Representative

Name: Major (Rtd.) Nadir Ali
Title : National Project Director Date
Date:

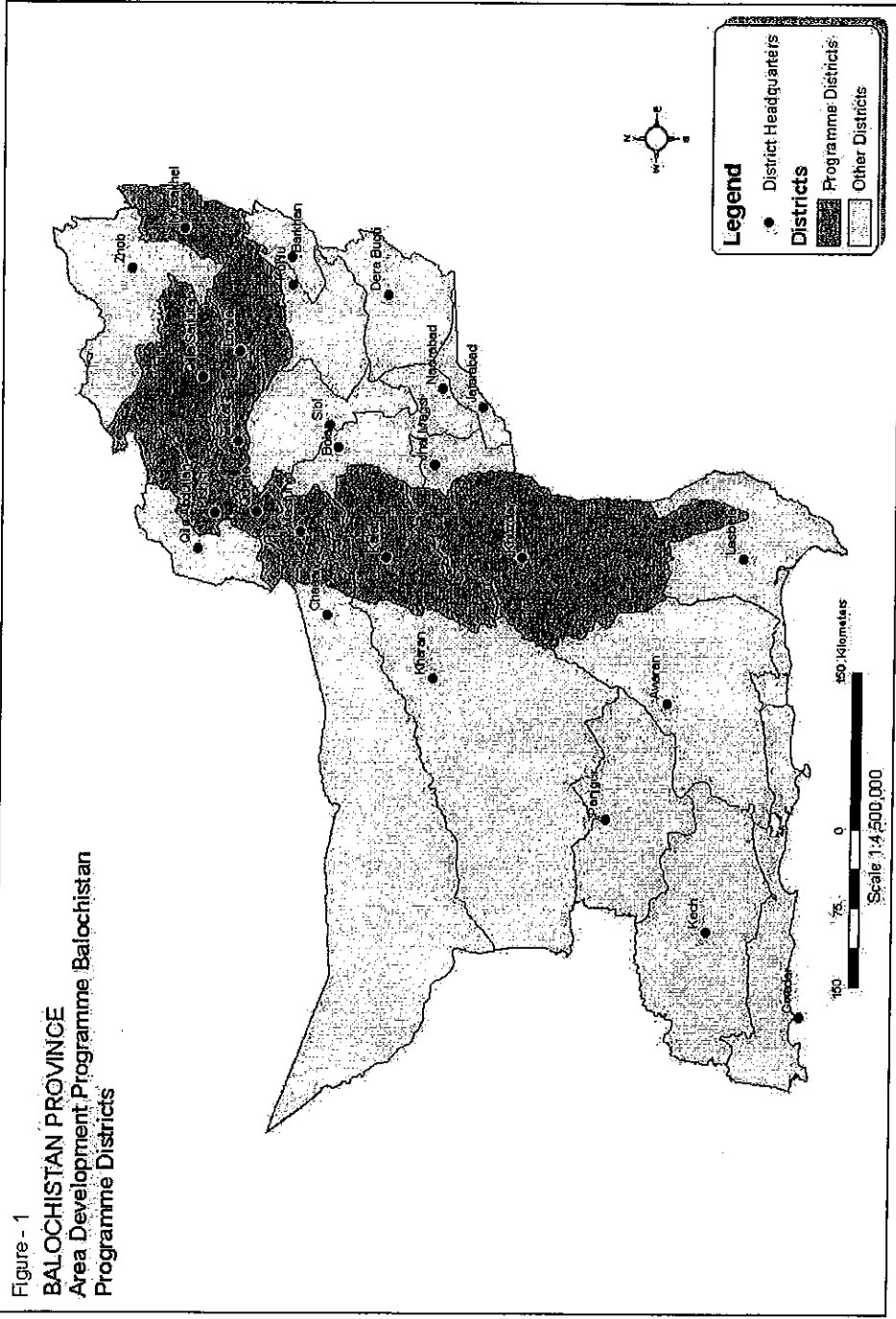
Name: Dr. Rashid Javaid
Title: Programme Coordinator

Countersigned by
United Nations Development Programme (UNDP)

Name: Mr. Onder Yucer
Title: Resident Representative

Date:

Figure - 1
BALOCHISTAN PROVINCE
Area Development Programme Balochistan
Programme Districts



**Major Achievements of Area Development Programme Balochistan
(1999 – 2005)**

1. Overall results / impacts

Number of beneficiaries	- 129,000 (including both direct/indirect beneficiaries)
Number of jobs created	- 98,234 man days by project activities - 81 long-term jobs as a result of informal teacher training, vocational training, and computer training
Increase in income	- Rs. 8,286 per HH per annum ⁴
Policy impact	- Through ADPB activities and meeting, NGOs have adopted integrated rural development approach; Mercy Corps Int'l and Oxfam requested ADPB for technical assistance. - Forest and Wildlife Dept has adopted community participation approach in range and watershed management; the Police Dept has adopted recommendations on gender issue given by ADPB through lectures and presentations
Awareness raising	- Community Organization (CO) members raised awareness about hygiene, health, natural resource conservation - Confidence building and empowerment realized through income generation activities, formation of cluster organizations, interaction with line departments and NGOs

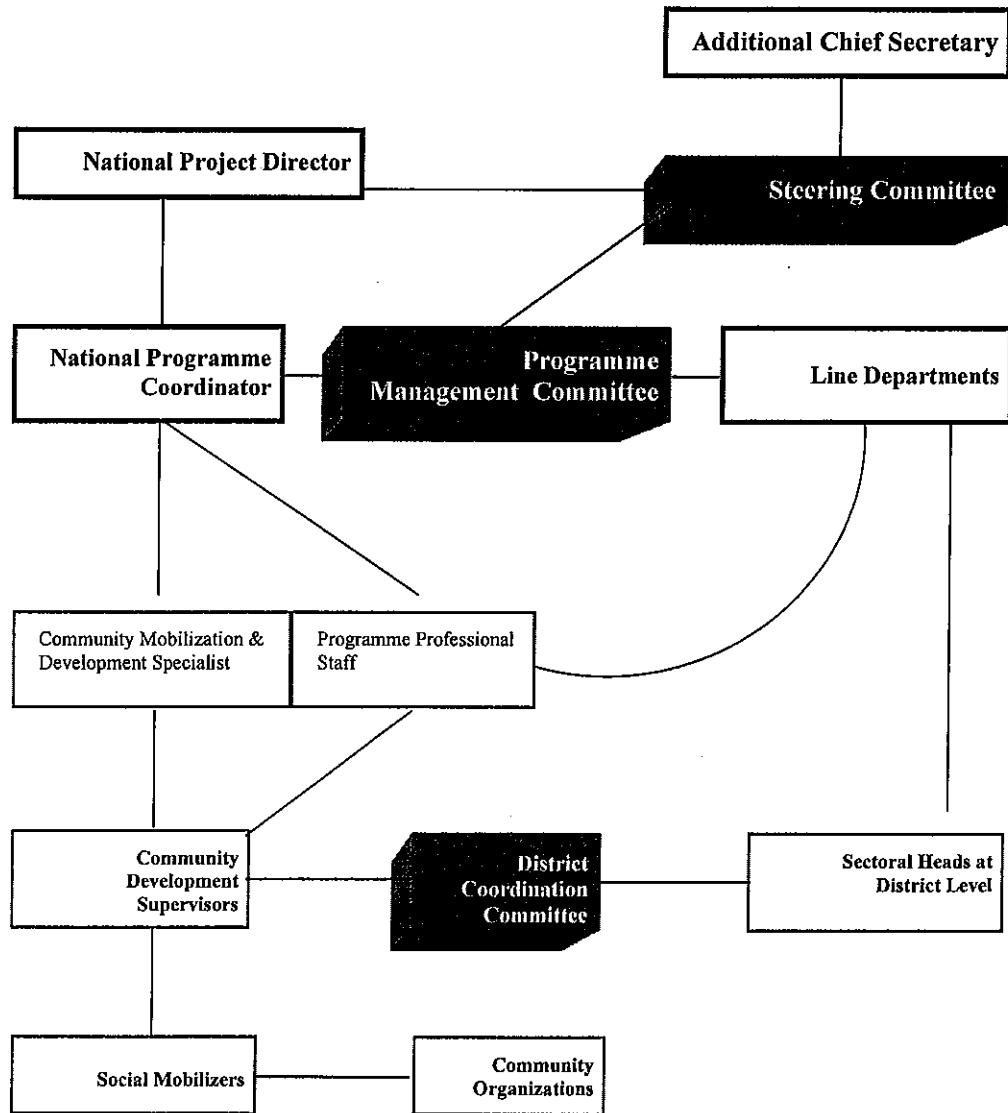
2. Achievements by sector

Sector	Achievements
Community Mobilization	- 638 community organizations (370 male and 268 female organizations) established and made functional - 388 community activists trained
Watershed Management	- 84,000 cft of check dams, 1193,000 cft of valley dikes, 99,000 cft flood protection gabion walls and 25 mini dams (143 million gallons) constructed - 245,000 agroforestry plants developed and planted over 2,382 hectares - 35 line department staff trained
Irrigation & Water Resources	- 44 karezes (8 kilometers) rehabilitated - 12 high efficiency irrigation system demonstration plots (24 acres) laid out - 2 water quality laboratories established at Loralai and Khuzdar - 70 line department staff and 515 farmers trained in O&M of high efficiency irrigation system - 28 water supply schemes and 23 water storage reservoirs completed, total 10,926 people (1,365 HH) benefited
Range Management	- 3,119 acres covered by improved range management - 87 livestock drinking and recharge water ponds (13.6 million

⁴ Estimate in the Evaluation Mission Report, December 2004

	<ul style="list-style-type: none"> - gallons) constructed - 60 acres of rangeland reseeded - 138,000 community range plant nurseries - 296 persons trained in range plantation and management
Livestock Production	<ul style="list-style-type: none"> - 356,655 urea molasses blocks distributed - 450,000 animals treated for flushing, dipping and drenching. - 6,947 lambs, kid, calves fattened - 3,825 farmers and 800 line department staff trained in animal health and nutrition - 636 women trained in animal health, nutrition and by-product formulation and utilization - 1,103 acres demonstration plot of new variety of fodders (alfalfa, sudan grass, motgrass etc.) established - 726 cows artificially inseminated for breed improvement - 826,500 animals vaccinated/treated, and outbreak of infectious contagious diseases was eliminated
Agriculture / Horticulture Production	<ul style="list-style-type: none"> - 499 demonstration plots (311 acres) laid out for improved varieties and management practices for 499 CO members - 23 Plots laid out for improved varieties seed multiplication - 2 Soil testing laboratories established - 150 non-diploma holder Field Assistants trained in five 3-months condensed courses - 1 Biological control laboratory strengthened through provision of equipment and staff training - 15 Sites managed for demonstrating use of pheromone traps and corrugated sheets for pest management - 11.5 tons of improved wheat seeds provided - 25 Fruit plant nurseries (12.5 acre) and 79 demonstration plots (59 acres) established - 1420 Farmers trained in pruning and plant protection
Enterprise Development	<ul style="list-style-type: none"> - 2,076 Women and 124 men provided vocational training. - 190 persons trained in micro-enterprise development.
ICT Centres	<ul style="list-style-type: none"> - 1,660 CO members were trained in basic computer operations, and as a result, 56 male and 11 females have obtained jobs
GIS / Remote sensing	<ul style="list-style-type: none"> - Poverty mapping survey conducted in all COs - Trained 29 GoB staff (Geological Survey of Pakistan, Forest and Irrigation Dept)
Micro credit	<ul style="list-style-type: none"> - Rs. 4.7 million disbursed to 651 CO members; Rs. 1.7 million recovered - Credit management training provided to 241 members
Social Sector Services	<ul style="list-style-type: none"> - 19 informal schools and 9 Adult Literacy Centres established - 80 schools and 3 Special Children Institutes improved by providing material - 197 women and 11 men Home School Teachers trained - 480 Traditional Birth Attendants trained - 3,188 men and women given health/hygiene training - 5,600 community patients treated by health camps - 100 hand pumps and 57 pit latrines established

**Operational Linkage of Proposed Committees
with Programme Management and Professional Staff**

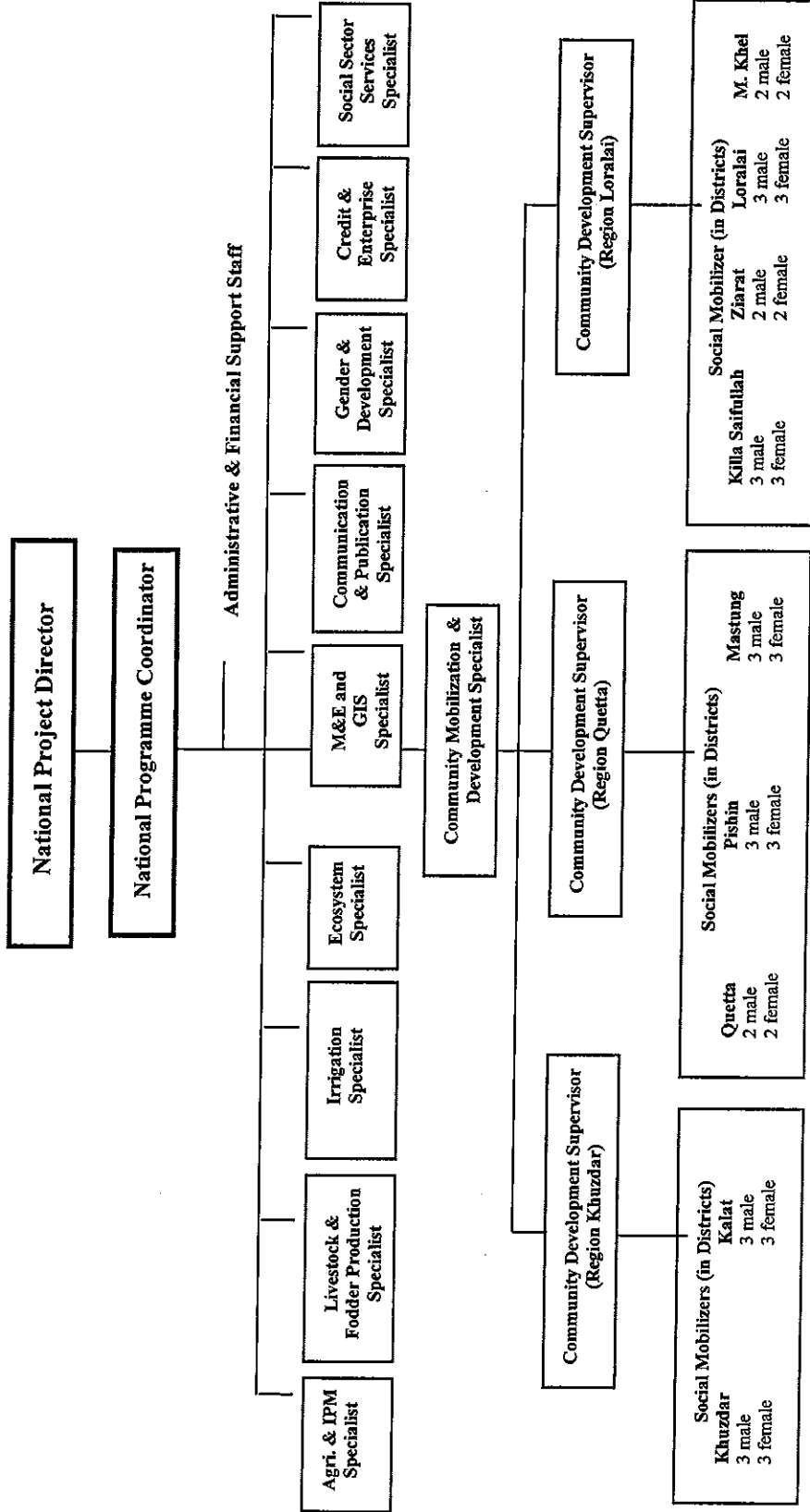


List of Total Project Staff

S.No	Designation	No. of Positions	Source of Funds
1	National Programme Coordinator	One	UNDP
2	Community Mobilization and Development Specialist	One	UNDP
3	Agriculture & IPM Specialist	One	UNDP
4	Livestock & Fodder Production Specialist	One	UNDP
5	Irrigation Specialist	One	UNDP
6	Ecosystem Specialist	One	UNDP
7	M&E and GIS Specialist	One	UNDP
8	Communication & Publication Specialist	One	UNDP
9	Gender & Development Specialist	One	Other Donors (unidentified)
10	Credit & Enterprise Specialist	One	Other Donors (unidentified)
11	Social Sector Services Specialist	One	Other Donors (unidentified)
12	Community Development Supervisors	Three	UNDP
13	i) Social Mobilizers	Twenty Four	UNDP
	ii) Social Mobilizers	Twenty Four	Other Donors (unidentified)
14	Unspecified National Professionals	252 W/M	UNDP
15	Unspecified National Professionals	108 W/M	Other Donors (unidentified)
16	Unspecified International Consultants	4 W/M	Other Donors (unidentified)
17	Administrative and Financial Support Staff		UNDP

The National Programme Coordinator and all professional staff listed from No. 2 to 11 will operate from the programme office in Quetta. The three community development supervisors will be located at the regional offices in Quetta, Khuzdar and Loralai. The Social Mobilizers will be based either at the district headquarters or at a suitable place in valley depending on the convenience of operation.

Organizational Structure



**TERMS OF REFERENCE FOR
NATIONAL PROGRAMME COORDINATOR**

A. Duties and Responsibilities:

Under the direction and supervision of National Project Director (NPD) and where necessary with his/her assistance, the National Programme Coordinator (NPC) will perform the following tasks:

Management and Coordination

1. Manage assistance to the program administratively, financially, logistically, professionally and technically according to the standard UNDP procedures. For financial matters, the NPC will act as the certifying authority whereas the NPD will be the approving authority.
2. Lead and co-ordinate the activities of the UNDP Specialists and ensure their effective deployment for dispensing the inputs and collection of results.
3. Regularly organise the Program Management Committee and other coordination meetings.
4. Facilitate the mobilisation of resources and prepare / regularly update the work plan for the Programme.
5. Assist the NPD in operation, running and recording the Joint Steering Committee and implementing its decisions.
6. Develop competence in the counterpart staff of the GOB departments and others in producing the Program outputs through a participatory process.
7. Identify, together with the specialists the need for additional short-term consultancies or sub-contract inputs, prepare TORs and initiate their process.
8. Prepare and timely submit all the reports required by UNDP and the Government.
9. Procure equipment and ensure its full operation and maintenance; and maintain an inventory record of the program and submit inventory reports to UNDP.
10. Liaise with UNDP, other UN agencies, multi-lateral and bi-lateral funding agencies, GoB and NGOs operating in the Project area for possible coordination in program implementation and mobilise resources for expanding the Program activities, consistent with the Program's objectives.
11. Carry out any other relevant duties identified from time to time by the NPD and/or UNDP to further develop the Program.

Technical

- Take a proactive role in policy advocacy for advancing sustainable development in the province.
- Provide technical input in sustainable agriculture and rural development and advance the agenda of sustainable development through community organisations, in collaboration with experts, line departments and NGOs.
- Provide technical advice and guidance for the improvement and sustainability of agricultural production systems in the Program area. Coordinate with the Community Development Supervisors in the Regions and Social Mobilizers in the field, to ensure that community needs are met in a sustainable manner.
- Assess the needs of communities and facilitate the flow of inputs for addressing the issues of sustainable livelihoods.
- Pay special attention to the management and utilisation of water resources to ensure that supplies of potable water remain available for communities and that effective agricultural production is achieved without a negative impact on the community or the environment.

- Work closely with counterparts in the relevant departments of GOB to ensure their full participation in the design and implementation of community development proposals in the context of poverty-environment nexus.
- Ensure transfer of programme intervention techniques and methodology to concerned line departments.
 - Support and, where necessary, train GOB counterparts in the relevant departments and people (both men and women) from villages in implementation of productive activities, demonstration schemes and support services.
 - Conduct field visits to assess the progress of the Program on a continuous basis to make recommendations to the National Project Director for modification to the Program inputs and to the composition of the team of specialists.
 - Contribute in achieving the Government's commitments to international forums and conventions in the context of poverty-environment nexus.
 - Identify and supervise the activities of short-term consultants / missions that may assist in dealing with Program activities.

B. Qualifications and Experience:

The Program Coordinator should be a renowned Manager / Community Development Practitioner. He/She will supervise a team of experts in various disciplines and closely work with local communities, line departments and NGOs and will spend some 50% of the time in the field. Special requirements of the position are as follows:

- PhD/MSc degree in a discipline relevant to the Program scope, especially sustainable agriculture and rural development.
- 15 or more years of practical experience in the design, management and implementation of community based rural development programs.
- At least 5 years of experience of managing projects with any international agency and should have a good understanding of the UN Agencies programs in Pakistan. Familiarity with the UNDP procedures will be an added qualification.
- Must be familiar with the global issues of sustainable development and GoP's commitments in that regard.
- Must be totally committed to the participatory philosophy of the Program and have demonstrated commitment to creating sustainable livelihoods and alleviating the poverty of rural communities.

**TERMS OF REFERENCE FOR
COMMUNITY MOBILIZATION AND DEVELOPMENT SPECIALIST**

A. Duties and Responsibilities:

Under the overall guidance of National Project Director and direct supervision of National Programme Coordinator, the Community Mobilization and Development Specialist will undertake the following tasks:

1. Formulate a community mobilization and development strategy for the programme and advise the programme management on implementation of this strategy;
2. Lead and work with the programme field teams and CO members to promote community lead development through effective community mobilization by developing and using appropriate tools, mechanism, and methodologies;
3. Provide professional mentorship, training and support to programme staff, facilitate the implementation of sector specific projects, expand partnerships and cooperation between COs and levels of government and to have local needs, priorities and initiatives integrated into higher level development planning in the programme districts;
4. Work with CO members to initiate social, economic and sectoral development strategies in communities;
5. Prepare an Initial Social and Poverty Assessment and monitor the incorporation of social development dimensions including gender in the design and implementation of sectoral projects;
6. Lead the social assessment and social analysis in the programme districts including assessing the social and poverty impacts of community organizations;
7. Prepare detailed reports on social and poverty analysis, plans and other social development reports as required to support/ guide/ strategize programme operations;
8. In coordination with the field staff, support the programme management on issues related to participation and peoples engagement in grass-roots level planning, implementation and monitoring mechanisms;
9. Liaise with concerned government departments and other non-government organizations on issues relating to Poverty Reduction and Participatory Development.
10. Document outcome/impact of Programme interventions.
11. Perform any other functions and duties as required by the National Programme Coordinator / UNDP.

B. Qualifications and Experience:

The Community Mobilization and Development Specialist should be a renowned social scientist/community development practitioner. He/She will closely work with local communities, line departments and NGOs and will spend 50% of his/her time in the field. Special requirements of the position are as follows:

- A Master/PhD degree preferably in Economics, Sociology, Social Work or Rural Development.
- At least ten years experience related to community organization, participatory development in public or private sector.
- At least 5 years experience with any international agency or project of national significance.
- Excellent skills in computer and written and spoken English.
- Excellent inter-personal and communication skills.
- Knowledge of local languages and prior experience of working with communities in Balochistan will be an added qualification.

**TERMS OF REFERENCE FOR
AGRICULTURAL PRODUCTION AND IPM SPECIALIST**

A. Duties and Responsibilities:

Under the overall guidance of National Project Director and direct supervision of the Programme Coordinator the Agricultural Production/IPM Specialist will perform the following tasks:

1. Develop and implement a plan of action for enhancing agricultural and horticultural production, develop/enhance marketing linkages, and impart training to the counterpart GoB staff as well as community groups in modern innovative techniques of agricultural/horticultural production, post-harvest processing and marketing.
2. Promote the concept of sustainable agriculture in Balochistan.
3. Demonstrate innovative techniques of agricultural/horticultural production and post-harvest processing, which are economically viable and socially acceptable, to the communities at a larger scale.
4. In cooperation with Social Mobilizers/Community Development Supervisors and in close consultation with Community Organizations promote the involvement of communities and their participation in increasing agricultural productivity.
5. Work with NGOs and Chamber of Commerce/Agriculture concerned with production and marketing and develop/promote an economically effective marketing system.
6. Conduct a survey of the existing pest control techniques used by the farmers in project area.
7. Conduct research on pesticides usage policies/practices in Balochistan, identify gaps/pitfalls in legislation and launch an advocacy campaign to halt the usage of pesticides, which are hazardous to environment/human health and no more effective against pests.
8. Develop pests/diseases monitoring protocols that are economically viable and socially acceptable by the farmers' community.
9. Strengthen line department capacity to rear and release parasites/predators in the field on large scale to demonstrate the effectiveness of biological control methods against major pests.
10. Train 3000 farmers (including women) and community activists in pests' identification, determination of economic threshold levels of various pests, rearing of natural enemies and evaluation of the effectiveness of pest control techniques.
11. Prepare information on soil fertility and pest management for electronic media and make arrangements with the concerned program/Government authorities for its regular relay during the crop/pest season.
12. Provide technical backstopping to the line departments of the Balochistan Government/NGOs in biological pest control and soil nutrient management.
13. Develop a manual of indigenous knowledge of pest management in local languages for the use of farmers.
14. Document outcome/impact of Programme interventions.
15. Perform any other task assigned by the National Programme Coordinator/UNDP.

B. Qualification and Experience:

The Agricultural Production/IPM Specialist should be a renowned agriculturist, having experience in field and horticultural crop production management including application of IPM techniques. He/She will closely work with local communities, line departments, private sector and NGOs and will spend some 50% of his/her time in the field. Special requirements of position are as follows:

- PhD/M.Sc degree in agriculture/horticulture/entomology, with sufficient experience in IPM techniques.

- 10-12 years of practical experience in crop production development including application IPM techniques.
- Strong linkages with the private sector in manufacturing of related equipment.
 - At least 5 years of experience of working with any international agency or project of national significance.
 - Excellent skills in written/spoken English.
 - Cross-cultural sensitivity, inter-personal skills, art of giving effective presentations, personal knowledge of local languages and prior experience of working with communities in Balochistan will be an added qualification.

**TERMS OF REFERENCE FOR
ECOSYSTEMS SPECIALIST**

A. Duties and Responsibilities:

Under the overall guidance of the National Project Director and direct supervision of the National Programme Coordinator, the Ecosystems Specialist will perform the following tasks:

1. As a member of the Programme Team, contribute to formulation, establishment and operation of a successful participatory development process.
2. Examine the findings and proposals arising out of the social mobilization and participatory community development activities specifically, related to rangeland rehabilitation/management and watershed management and plan appropriate interventions to maximize farm incomes and accelerate groundwater recharge.
3. Identify the issues of rangeland / watershed management and develop / implement a plan of action in collaboration with the men and women of local communities and counterparts in the line departments.
4. Support and, where necessary train, men and women in communities and counterpart staff of GoB in relevant departments in implementation of conservation schemes and management of the upland environment, providing inspiration for innovation and advice and guidance for improvement and sustainability, especially in management.
5. Coordinate with all other related specialists and implementing agencies to ensure that community development activities for the provision of sustainable livelihoods are achieved without damage to the upland environment.
6. Regularly collect gender disaggregated data related to rangeland / watershed management for documenting the outcome / impact of the program interventions.
7. Document outcome/impact of Programme interventions.
8. Undertake any other relevant duties as may be assigned by the National Programme Coordinator / UNDP.

B. Qualifications and Experience:

The Ecosystems Specialist should be a renowned scientist / community development practitioner with special reference to rangeland and watershed management. He/She will closely work with local communities, line departments, private sector and NGOs and will spend some 50% of his/her time in the field. Special requirements of the position are as follows:

- Ph.D/M.Sc degree in natural resource management, especially rangeland and watershed.
- 10 years of practical experience in environmental management, including vegetation and water conservation in arid areas, rangeland and watershed management with the demonstrated ability of improving rangelands and watersheds on a large scale.
- At least 5 years of work experience with any international agency or project of national significance on rangeland/watershed.

**TERMS OF REFERENCE FOR
ENTERPRISE AND CREDIT SPECIALIST**

A. Duties and Responsibilities:

Under the overall guidance of the National Project Director and direct supervision of National Programme Coordinator, the Enterprise & Credit Specialist will perform the following tasks:

1. As a member of the Programme Team, contribute to the formulation, establishment and operation of a successful participatory process.
2. Examine the findings and proposals arising out of the social mobilization and participatory community development activities.
3. Identify constraints and design sustainable activities, in conjunction with the men and women of the communities and counterparts in the line departments, to create savings, increase production, economic activity and income generation on a sustainable basis.
4. Support and, where necessary train, men and women in the communities and counterpart staff of GoB in saving and credit, enterprise development and business management.
5. Manage Project's revolving micro-credit fund and develop and implement a policy for issuance of loans for micro-enterprises.
6. Assist in establishing linkages of micro-entrepreneurs with appropriate financial institutions for provision of micro-credit loans.
7. Assist micro-entrepreneurs in marketing their products.
8. Collaborate closely with the Chamber of Commerce and Industry, the Banks, relevant Government departments and NGOs.
9. Document outcome/impact of Programme interventions.
10. Undertake any other relevant duties as may be assigned by the National Programme Coordinator / UNDP.

B. Qualifications and Experience:

- A post graduate degree preferably in economics / business administration.
- At least 10 years experience in rural credit services and income generation promotion.
- Excellent communication skills.

**TERMS OF REFERENCE FOR
GENDER AND DEVELOPMENT SPECIALIST**

A. Duties and Responsibilities:

Under the overall direction of National Project Director and direct supervision of the National Programme Coordinator, the Gender and Development Specialist shall:

1. Formulate a GAD strategy for involvement of women in the project activities and local development management.
2. Organize gender awareness and sensitivity training for the programme staff, GoB counterparts, and members of the community.
3. Identify gender issues that arise from the appraisal and subsequent development proposals and make modifications in cooperation with other specialists and GoB counterparts.
4. Prepare proposals with the communities to overcome gender imbalances or biases and ensure all other development proposals are free of gender imbalances.
5. Provide guidance and advice to ensure that solutions are beneficial to men and women alike and suitable for both.
6. Assist in the organization of the participatory appraisal of village communities and preparation of rolling work plan.
7. Assist in the selection and training of social mobilizers.
8. Conduct advocacy with the GOB for initiatives in areas of concern highlighted in National Plan of Action for Women and CEDAW.
9. Plan intervention consistent with the GOP Gender Policy 2002 – Women Empowerment for Equality.
10. Oversee formation and functioning of women community organizations.
11. Document outcome/impact of Programme interventions.
12. Undertake any other relevant duties as may be assigned by National Programme Coordinator /UNDP

B. Qualification and Experience:

The Gender and Development Specialist will work closely with local communities, line departments and NGOs and will spend 50% of his/her time in the field. Special requirements of the position are as follows:

- MSc/Ph.D in one of the social sciences.
- At least 12 years experience in the design and implementation of community based projects which have women as a key target group.
- At least 5 years practical experience of organizing gender sensitive fieldwork in a participatory manner.
- Excellent interpersonal and communication skills.
- Familiarity with local languages and customs and tradition will be an advantage.

**TERMS OF REFERENCE FOR
MONITORING AND EVALUATION AND GEOGRAPHIC INFORMATION SYSTEM
SPECIALIST**

A. Duties and responsibilities:

Under the overall guidance of the National Project Director and direct supervision of the National Programme Coordinator the Monitoring and Evaluation and Geographic Information System Specialist will:

1. Establish a geographic database for the natural and human resources of the Province of Balochistan in collaboration with the other specialists of the Programme. The database will include development information on the on-going projects and programmes and will provide information down to the village level.
2. Be responsible for the collection, authentication, recording and suitable presentation of existing data from various sources, including topographic maps, satellite images, and survey reports in order to create a comprehensive, spatially related information system. Initially confined to the immediate Programme Area, the system will eventually cover the whole Province and provide information at Provincial, District, Union Council and village levels.
3. Assist the Meteorological Office in running the NOAA satellite receiving station and processing the relevant information provided on climate and ecology, including the 10 day NDVI to obtain data on the changing vegetation cover of selected areas
4. Collect and analyze data from the satellite receiving station and disseminate information to relevant departments/agencies.
5. Examine the findings and proposals arising out of the participatory community development activities and information on on-going projects from the agencies concerned and establish a database of information at the village level.
6. Carry out field checks of data of all kinds, including the location of features and villages using the Global Positioning System equipment
7. Prepare a digital elevation model for Programme areas using 1: 50,000 scale topographic maps or equivalent and utilizing appropriate software packages
8. Design appropriate and effective ways of meeting the Programmes requirements for development information. Prepare appropriate analysis and illustration of data, in collaboration with the Programme professionals.
9. Train relevant government officers to take over the facilities on completion of the programme.
10. Develop an effective Monitoring and Evaluation (M&E) System for the Programme and suitable indicators for the system.
11. Design and develop data collection instruments and reporting formats based on identified indicators for M&E of the Programme activities vis-à-vis programme objectives.
12. Analyze M&E data, develop analytical reports particularly highlighting outputs / outcomes / impacts of Programme interventions and propose actions for any needed improvement to project management.
13. Carry out any other duties that may be assigned by the National Programme Coordinator / UNDP

B. Qualifications and Experience:

The M&E and GIS Specialist will:

- Be a suitably qualified scientist (MSc)
- Have an additional qualification related to GIS
- Have at least 10 years practical experience of M&E.
- Be computer literate in GIS, an excellent map reader and spatially aware

**TERMS OF REFERENCE FOR
IRRIGATION SPECIALIST**

A. Duties and Responsibilities:

Under the overall guidance of the National Project Director and direct supervision of the National Program Coordinator, the Irrigation Specialist will perform the following tasks:

1. Prepare working papers for policy makers, local communities and media to demonstrate the economic and ecological viability of the high-efficiency irrigation techniques.
2. Develop and implement an action plan in collaboration with the line departments, taking into account the use of incentives and dis-incentives and policy measures to spread high-efficiency irrigation techniques on tens and thousands of acres in the Program districts.
3. Liaise with the private sector to invest in manufacturing of high-efficiency irrigation equipment in Balochistan and provision of services for the repair and maintenance of irrigation equipment with a view to create alternative job opportunities for the local communities.
4. Develop and implement strategy for the investments, including the insurance system, in high-efficiency irrigation techniques by the local communities.
5. Initiate programs to train local communities in the repair and maintenance of irrigation equipment.
6. Train counterpart staff and others interested in high-efficiency irrigation techniques.
7. Disseminate better on-farm surface irrigation practices to economize on water use.
8. Assist in the rehabilitation of karezes, with community's participation to increase flow of water for irrigation.
9. Document outcome/impact of Programme interventions.
10. Carry out any other duties that may be assigned by the National Program Coordinator / UNDP.

B. Qualifications and Experience:

The Irrigation Specialist should be a renowned irrigation engineer having an experience in extension services and upscaling of high-efficiency irrigation techniques using the private sector as a major vehicle. He/She will closely work with local communities, line departments and NGOs and will spend some 50% of his/her time in the field. Special requirements of the position are as follows:

- PhD/MSc degree in agricultural irrigation with sufficient experience in high-efficiency irrigation techniques.
- 10-12 years of practical experience in upscaling of high-efficiency irrigation techniques.
- Strong linkages with the private sector in manufacturing of irrigation equipment.
- Proven ability to attract investments from private sector, banks and local communities for upscaling innovative technologies.
- Commitment for mobilizing funds from private sector for upscaling high-efficiency irrigation systems will be an added qualification.
- At least 5 years of experience of working with any international agency or project of national significance.
- Excellent skills in written / spoken English.
- Cross-cultural sensitivity, inter-personal skills, art of giving effective presentations, personal knowledge of local languages and prior experience of working with communities in Balochistan will be an added qualification.

**TERMS OF REFERENCE FOR
LIVESTOCK AND FODDER PRODUCTION SPECIALIST**

A. Duties and responsibilities:

Under the overall guidance of the National Project Director and direct supervision of the National Programme Coordinator, the Livestock & Fodder Production Specialist will perform the following tasks:

1. As a member of the Programme Team, contribute to formulation, establishment, and operation of a successful participatory development process.
2. Examine the findings and proposals arising out of the social mobilization and participatory community development activities and design appropriate interventions to enhance productivity of the livestock.
3. Identify need for strengthening of public sector services in the livestock sector.
4. Develop fodder production packages for irrigated and rain-fed areas; prepare livestock feeding interventions based on agro-industrial wastes and crop residues.
5. Identify constraints and design sustainable activities of improved livestock production, output management and income under different agroclimatic zones.
6. Regularly collect gender disaggregated data related to livestock sector for documenting the outputs / outcomes / impact of the program interventions.
7. Support and, where necessary train men and women in the communities and counterpart staff of GoB in improved livestock rearing, feeding, management and health care.
8. Facilitate gender mainstreaming to the best possible extent in the community development process, with special reference to livestock sector.
9. Develop liaison with similar projects / programs implemented by other donor agencies.
10. Document outputs / outcomes / impacts of Programme interventions.
11. Undertake any other relevant duties as may be assigned by the National Programme Coordinator / UNDP.

B. Qualifications and Experience:

The Livestock and Fodder Production Specialist should be a renowned scientist / community development practitioner with special reference to livestock production. He/She will closely work with local communities, line departments and NGOs and will spend some 50% of his/her time in the field. Special requirements of the position are as follows:

- PhD/MSc degree in animal husbandry with specialization in small ruminants.
- 10-12 years of practical experience in community based livestock and fodder production and range management. Additional experience in animal health will be an added qualification.
- At least 5 years of experience with any international agency or project of national significance.
- Excellent computer skills, especially in electronic communication, Internet surfing, data analysis / presentation and report writing.
- Excellent skills in written / spoken English as evident by papers and reports published in national and international journals and presentations given in conferences and to policy community.
- Cross-cultural sensitivity, inter-personal skills, art of giving effective presentations, personal knowledge of local languages and prior experience of working with communities in Balochistan will be an added qualification.

**TERMS OF REFERENCE FOR
COMMUNICATION AND PUBLICATION SPECIALIST**

A. Duties and responsibilities:

Under the overall guidance of the National Project Director and direct supervision of the National Programme Coordinator, the Communication & Publication officer will perform the following tasks:

1. As a member of the Programme Team, contribute to the formulation, establishment and operation of a successful participatory development process.
2. Develop and implement a comprehensive Communication Strategy for the Programme to strengthen public support and which will include communication assessment and situation analysis to monitor impact.
3. Prepare annual communication work plan and implement the same with the quarterly review.
4. Liaise closely with Media Unit in the UNDP Country Office to enhance project visibility and facilitate further media coverage.
5. Develop variety communication and promotional material in easy to understand English and local languages for widespread dissemination of project activities.
6. Work in close coordination with the media, including print and electronic, ensure maximum possible coverage of all programme activities and initiatives at local, national and international level.
7. Assist in identifying and obtaining feature stories from the project to facilitate advocacy activities. Identify to the NPD and NPC the technical and financial resources and consultants as necessary for the above activities.
8. Develop material for posting on website and assist in maintaining the programme website regularly.
9. Explore possibilities and implement plans regarding disseminating messages pertaining to various sectors and issues addressed by the project through informal and traditional communication channels in the local communities.
10. Plan, coordinate, develop and conduct, in collaboration with the relevant agencies, training courses in development communication, pertaining to various areas of work.
11. Advocate the success and lessons of the project to donors, national and sub national governments.
12. Assist improvement of project documentation and presentations of different project staff at various levels, especially those of the NPD and NPC.
13. Build networks with national and local media organs to facilitate the development of partnerships with this sector.

B. Qualification and Experience:

The Communication and Publication Specialist will be a renowned professional in the related field, with a background in desktop publishing and media content development. Special requirements are:

- Masters degree in education or communication and excellent skills in written and spoken English.
- 3-5 years experience in desktop publishing, preparation of material for training and education in easy to understand English and local languages and preparation o material for posting on website.
- Excellent computer skills, especially in desktop publishing, electronic communication, Internet, preparation of presentations and reports.
- Cross-cultural sensitivity, inter-personal skills, art of preparing and delivering effective presentation, personal knowledge of local languages and prior experience of working in development projects in Balochistan will be useful.

**TERMS OF REFERENCE FOR
COMMUNITY DEVELOPMENT SUPERVISOR**

A. Duties and responsibilities:

Under the overall guidance of the National Project Director and direct supervision of the National Programme Coordinator, the Community Development Supervisor will perform the following tasks:

1. As a member of the Programme Team, contribute to formulation, establishment, and operation of a successful participatory development process.
2. Supervise, guide and support Social Mobilizers by actually spending around 70% of his/her time in the field and compile reports of the participatory surveys and activities.
3. Train and effectively field Social Mobilizers under his/her supervision working directly with the people in the villages for social mobilization and organization of Community-Based Organizations.
4. Provide all logistical support for the community development activities and prepare communities for interventions to be made by other specialists of the Programme.
5. Identify suitable government officers and NGOs for training in social mobilization, needed for the success of their participation, as the programme expands into other areas.
6. Serve as the main conduit between the communities and the specialists bringing deserving communities to the attention of specialists for sustainable development.
7. Regularly collect gender disaggregated data related to social development for documenting the outputs / outcomes / impacts of the programme interventions.
8. Establish and manage the field office, including personnel, petty cash and the operation and maintenance of field vehicles.
9. Undertake any other relevant duties as may be assigned by the National Programme Coordinator / UNDP.

B. Qualifications and Experience:

The Community Development Supervisor should be a suitably qualified community development practitioner with special reference to social mobilization and organization of communities. He/She will closely work with local communities, line departments and NGOs, and will spend some 70% of his/her time in the field. Special requirements of the position are as follows:

- M.Sc degree in community development / Social Sciences / rural development.
- At least 10 years of practical experience in community development with reference to natural resource management and sustainable human development.
- At least 5 years of work experience with any international agency or project of national significance on community development through a participatory process.
- Knowledgeable about participatory survey techniques, data analysis and report writing and qualified to train other in participatory community development.
- Fluent knowledge of English, local languages, and culture of the area assigned is essential.