

SIGNATURE PAGE

Country: Pakistan

UNDAF Outcome(s)/Indicator(s):

(Link to UNDAF outcome, If no UNDAF, leave blank)

PA/A-2/I.2: Increased and broadened agricultural, livestock and fisheries production

PA/A-2/I.3: Improved water and NR management and utilization

Expected Outcome(s)/Indicator (s):

(CP outcomes linked to the SRF/MYFF goal and service line)

Outcome 2: Secure access for the poor to land and infrastructure (e.g. irrigation); Provision to the poor of affordable ICT.

Expected Output(s)/Indicator(s):

(CP outcomes linked to the SRF/MYFF goal and service line)

Output 1.1: One million individuals lifted out of poverty by removing barriers and increased economic opportunities.

Output 2.3: 100 ICT centres established in rural areas contributing to economic development and poverty reduction

MYFF Goal 1: Achieving the MDGs and reducing human poverty

MYFF Service Lines: (1.2) Pro-poor policy reform to achieve MDG targets and (1.3) Local poverty initiatives, including micro-finance

Implementing partner: *(Designated institution/Executing agency)* Punjab Agriculture Department

This Project is the second phase of "Pakistan Community Development Project for Rehabilitation of Saline and Waterlogged Land" commonly known as "Bio-Saline", which worked at three sites namely Shirkot, Pindhi Bhattian and Sahiwal of districts Hafizabad, Jhang and Sarghoda. Bio-Saline II will up scale the achievements of phase I by increasing depth of coverage in the same three districts over a period of four years. The project's goal is to contribute to poverty reduction through increased farm incomes. The project outcome is to increase land productivity and agriculture production. Outputs of the project include; (a) mobilized communities that partner with the Government on agriculture and land rehabilitation schemes, (b) land rehabilitated and improved agricultural techniques promoted, and (c) improved access to services, market, increased farm incomes and employment.

The activities to be carried out by the project include base line survey, formation of community organizations, capacity building of community members and line departments, demonstration of improved varieties of crops at farmers' fields, linking up local communities with line departments and other service providers for accessing both financial and non financial services.

Programme Period: October 2006 –September 2010
Programme Component: Poverty
Project Title: Punjab Community Development Project for Rehabilitation of Salt-affected and Waterlogged Lands (Bio Saline II)
Project Code: PAK/ --/--
Project Duration: October 2006 –September 2010

Total budget: US \$ 13.32 million
Allocated resources:
• Government of Punjab US \$ 8.88 million
• UNDP US \$ 4.44

Agreed by (Economic Affairs Division):

[Signature]
16.8.2006

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

Agreed by (UNDP):

[Signature]
22/8/2006

SIGNATURE PAGE

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ACRONYMS

ASPL-II	Agricultural Support Program Loan- II
ACIAR	Australian Centre for International Agricultural Research
ADB	Asian Development Bank
ASP	Agriculture Support Programme
AusAID	Australian Agency for International Development
CBO	Community Based Organization
CCB	Citizen Community Board
CF	Community Facilitator
CO	Community Organizer
DDO	Deputy District Officer
DIU	District Implementation Unit
GDP	Gross Domestic Product
GOP	Government of Pakistan
GOPb	Government of Punjab
IEC	Information, Education and Communication
IGA	Income Generating Activity
IRSA	Indus River System Authority
IWASRI	International Waterlogging and Salinity Research Institute
M&E	Monitoring and Evaluation
MAFA	Male Agriculture Field Assistant
NDP	National Drainage Program
NGO	Non Governmental Organization
PD	Project Director
NRA	National Research Agenda
NRAP	Netherlands Research Assistance Project
NRSP	National Rural Support Program
PAD	Punjab Agriculture Department
PAED	Punjab Agriculture Extension Department
PC-I	GOP Document for Project Proposal
PM	Project Manager
PFD	Punjab Forest Department
PIDA	Provincial Irrigation Development Authority
PIU	Project Implementation Unit
PPAF	Pakistan Poverty Alleviation Fund
PRA	Participatory Rural Appraisal
PSC	Project Steering Committee
SCARP	Salinity Control and Reclamation Projects
SFRI	Soil Fertility Research Institute
SLUG	Salt Land User Group
SLUO	Salt Land User Organization
SSRI	Soil Salinity Research Institute
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
WAPDA	Water and Power Development Authority
WB	World Bank
WIG	Women's Interest Group
WUA	Water Users' Association

1. SITUATION ANALYSIS

Growing salinity, drought, aridity and waterlogging are major causative factors that are associated with the existence and exacerbation of large-scale poverty in Pakistan. The Government of Pakistan (GOP) is taking steps to address the natural resource management problems associated with lack of irrigation water, increasing salinity and waterlogging, small farmers' financial constraints and their limited access to support services. The land and water resource management is one of the top priorities set forth by the Pakistan CPAP 2004-2008 which falls under the community development with asset building for the poor. (<http://www.un.org.pk/unrc/cpap-undp-signed.pdf>). Under this priority UNDP and GOP will jointly encourage and support: (1) development of participatory community-based models with potential for scaling-up and policy change, (2) pilot innovative approaches for sustainable land use, water resource management and rational utilization of water, while ensuring equity, and (3) Promote small-scale agro-processing and off-farm business initiatives that take into account the terms of trade for poor farmers.

Keeping in view the high priority, the objective of the project is to address the salinity problem in the project area with the awareness and participation of community to enhance rural incomes through facilitating mechanisms, including community organizations, capacity building of farmers through training, and demonstration of bio-saline agriculture, adoption of technological interventions with limited financial assistance, marketing support, strengthening linkages among district government departments, research organizations and private sector. The proposed project area of Hafizabad, Sargodha and Jhang districts (**Annex 6**) is stricken by waterlogging and salinity that renders it least productive resulting in increasing poverty, migration to cities due to declining incomes, environment, health, education and livelihoods. A total of 0.18 million hectares (0.44 million acres) of land is affected by salinity and waterlogging in Hafizabad, Sargodha and Jhang Districts (Punjab Development Statistics, 2002). As the land has gone out of production, according to an estimate about a billion of rupees is lost every year. The most vulnerable are of course the poor, as they own only 0.27 acres compared to 0.84 acres for the non-poor. Any deterioration in their natural resource base, like increasing salinity, directly affects their livelihoods.

The existing capacity of farmers in the project area is also constrained by limited technical information and access to support services, financial and social factors. This applies particularly to women, who play a key role in farm production activities, though they have very little, if any access to technical / extension services. Additionally, weak institutional environment for the transfer of research results to farmers and other users is a major constraint for improving farm productivity on salt-affected and waterlogged lands. Any intervention that enables reclamation/rehabilitation of marginal land will thus generate income, improve livelihood and reduce poverty.

The national planning to tackle waterlogging and salinity problems entails reducing drainage requirements, improving irrigation efficiencies, using saline water, protecting drainage water quality, providing drainage facilities and encouraging bio-drainage through institutional facilitation and necessary reforms. All of this will be carried out under existing legal frameworks for which there exists many pieces of legislation for development regulation and distribution of water resources, such as WAPDA Act 1958, IRSA Act 1992, Environmental Protection Act 1997, Water User Association (WUA) Ordinances issued in 1981-82, Provincial Water Accord 1991, PIDA Act 1997 introduced by Provincial Governments and WAPDA's Vision 2025, etc. Before this, the Canal and Drainage Acts served as the legal framework for Punjab, Sind and NWFP. For the project under reference some of these legal frameworks may require review from the point of view of water conservation and exploitation and its quality management.

On the basis of IWASRI expertise in biosaline technology, it was involved in the Bio-saline Project PAK/97/024 financed by UNDP and AusAID. Since inception in 1998, the project established 49 Salt-Land Users Groups (SLUGs) and 49 Women Interest Groups (WIGs) in its project area (16 villages each in Pindi Bhattian, Sahiwal-(Sargodha) and Shorkot). Through these SLUGs and WIGs, it rehabilitated about 16,000 acres of land, which is an increase of assets for the poor of approximately US \$ 36 million. Besides soil reclamation, it established 34 fish farms, which produce about 300 metric tons of fish per annum. The benefits of project in terms of livestock development, increase in agriculture production and income generation are about US \$ 4 million per annum. It has increased income of poor communities that has affected their livelihoods in the past. Various evaluation

missions fielded by UNDP and AusAID have documented the project success. The UNDP Headquarters has recognized it as the most successful project in the Asia-Pacific region.

The area affected by salinity and waterlogging, households and population figures and Human Development Index (HDI) of the proposed project target districts is detailed below:

S. No.	District	*Salt-affected (ha)	*Waterlogged (ha)	**Households	**Population	***HDI	*** HDI Rank
1	Hafizabad	6406	-	117354	832980	0.486	46
2	Jhang	109016	1858	434495	2834545	0.529	27
3	Sargodha	59484	2887	411209	2665979	0.535	22
	Total	174906	4745	963058	6333504		

Punjab Development Statistics (2002), **Population and Housing Census of Pakistan 1998 and* Pakistan National Human Development Report 2003, UNDP Islamabad*

2. The Project

The Project strategy consists of organizing farmers through creation of participatory institutions at the community level, linking them to the knowledge centers, line departments, local governments, other civil society institutions and private sector, providing technological packages based on Biosaline technologies, and training for enhancing skills and know how. In all, the idea is to put the farmers in the driving seat so that the facilitation is focused upon meeting their needs and priorities. Particular attention is envisaged for women to get equal role in decision-making and to make them equal economic beneficiaries. It is also envisaged that in this process the capacities of partners (Line Departments and others will also be enhanced) for which there will be provision in the project budget thus making it a full partnership compact.

The project will provide limited financial support to the local communities. Most of the interventions through the project will be on cost-sharing basis. The Project, Biosaline I, successfully achieved its targets through cost contribution from the communities @ 50% for nursery growing, 85% for land rehabilitation, 50% for community tube wells and 67% for trainings. On similar lines, new project and the local communities will contribute accordingly. In all such cases, community share will be mostly in kind and in the form of labour.

2.1 Project Goal

To contribute to poverty reduction through increased farm incomes

2.2 Project Outcome

Increased land productivity and agriculture production in districts Hafizabad, Jhang and Sargodha

3. Implementation Strategy

The project shall achieve its desired outcomes through the following related outputs and activities.

Output I: "Project management, monitoring and evaluation structure put in place"

Before the start of project activities, the project structure as elaborated in the "project orgaogram (Annex 1 (A))" will be put in place. All the recruitment as well as procurement of office accessories will be done as per PCOM guidelines.

Output II: “Mobilized communities that partner with the Government on agriculture and land rehabilitation schemes”

Community participation in all project activities shall be the corner stone of this project. This will be achieved through the following activities

(a) Formation of Community Organizations (COs): The project staff will mobilize the local communities and will organize them in grassroots community organizations. Two types of organizations will be formed; male community Organizations and female Community Organizations. Formation of separate community organizations for females and hiring of dedicated women staff shall provide a more conducive environment for women participation. While the community organizations will have holistic and inclusive objectives undertaking activities that will contribute to the well beings of its members, these organizations will explicitly focus on water log and salinity related issues.

(b) Baseline Survey: The formation of community organizations will be preceded by a base line survey in the area. The survey, while highlighting the width and depth of water logged and salinity related problems, will correlate the effect of these problems on the socio – economic well being of people.

(c) Needs Assessment: Immediately after the formation of community organizations, the project staff will carry out needs assessment exercises with community organizations. The communities shall prioritize their household and community based needs and will identify the opportunities and resources to address them. This will require a complete documentation of concerned communities’ socio-economic conditions and the return and productivity of natural resources. These documentations will serve two purposes; one for comparing the pre and post project situation and; second the identification of appropriate technology / package to address community needs in an effective and efficient manner.

(d) Capacity Building of COs: The project shall develop the capacity of community members mainly in areas related to developing the managerial skills of communities to manage their community organizations independently, develop linkages with different line departments and service providers and put in place a systematic participatory process for sustaining project interventions. Under this head the training will include community management skills training, leadership management skills training and exposure visits to successful community models.

(e) Capacity Building of Line Departments: Capacity building of line departments as service providers will be one of the main project activities. This will include institutional strengthening of departments by providing modern scientific equipments and training of line agencies’ staff in both technical and community development approaches. Training related to community development will include social mobilization, Participatory Rural Appraisal (PRA) and Gender & Development (GAD) / women empowerment. Technical training component will focus on rehabilitation/reclamation of marginal lands, use of modern scientific instruments for salinity assessment, treatment of brackish water, preparation of extension modules and materials, etc. The line agencies staff will also conduct exposure trips of relevant institutions. The project will also manage for necessary relevant overseas trainings for the line agencies staff. Most of the technical trainings will be on-the-job practical trainings.

Output III: “Land rehabilitated and improved agricultural techniques promoted”

(a) Technical Survey: The project area will be surveyed for assessing the nature and extent of salinity, sodicity and waterlogging. The allied parameters (crops cultivated, sources of irrigation, existing yield level and socio-economic indicators of communities) will also be recorded in this base line survey.

(b) Demonstration of Improved Techniques: Applied research / demonstration trials of one hectare each in 400 villages, appropriate to the soil category, will be conducted in 3 districts. Soil Salinity Research Institute (SSRI), Pindi Bhattian will cover 289 villages in 2 districts (Hafizabad = 116 & Sargodha = 173). Soil Fertility Research Institute (SFRI), Lahore will conduct similar experiments in 112 villages of Jhang district. Upon the availability of resources, these activities will be up scaled to other villages.

SSRI and SFRI will carry out the following activities:

- i. Soil Salinity Survey and delineation of categories of salt-affected soils in the selected three districts.
- ii. Modernize research laboratories with the state-of-the-art equipment, training (inland and overseas) of technicians and research staff.
- iii. A team of plant breeders, agronomists and soil scientists will identify varieties of crops and fodders, tolerant to high concentration of salts.
- iv. Multiply seed of candidate varieties for distribution to the growers in the project area.
- v. Monitor tube-well water quality and advise farmers accordingly.
- vi. Undertake research on salt tolerant fruit plants and coordinate with the Extension Department for the dissemination of information to the farmers.
- vii. Establish demonstration plots on farmers' field to demonstrate suitable technologies to the policy makers, progressive farmers, and common farmers.
- viii. Active participation in community meetings for technical guidance and improvements in the execution of the project.

(c) Capacity Building of Farmers: Farmers shall be trained (but not limited to) in nursery raising techniques, use of salinity assessment instruments & agricultural implements, land preparation & lay-out, tree planting and maintenance, sowing methods of salt-tolerant crops/fodders/shrubs, reclamation methods, fish farming, brackish water treatment, etc.

(d) Land Rehabilitation: An area of 80,000 ha (46% of the total) shall be rehabilitated by applying gypsum through active participation of community on cost-sharing mechanism, thus enabling them to build a sense of collective ownership, to break the traditional attitude of dependence, and to establish effective operation and maintenance system.

(e) Water Availability: To make water available for irrigation and address the problem of water logging, tube wells will be installed where feasible on cost sharing basis. Additionally, agriculture implement pools will be established at the rate of one pool per 8 villages to provide farmers' access to modern technology.

(f) Conservation of Environment: The project strategy shall be based on sustainable biological interventions (trees, shrubs, grasses and salt-tolerant crops) and improve farm management practices to reclaim salt-affected and waterlogged lands for productive uses and generate positive environmental impacts. The project shall not undertake any developmental activity that is hazardous to local environment.

Output IV: "Improved access to services, market, increased farm incomes and employment"

(a) Access to Financial and Non Financial Services: IWASRI, SSRI and some other national research organizations have done a commendable research work related to bio-saline technologies. Application of these techniques has resulted in rehabilitation of waterlogged lands, increased land values & incomes and improved livelihoods & environments. Most of the proposed project partners have extension, research and community development experience. They will provide all relevant knowledge support to the communities. Additionally, communities will be linked to other services including micro finance, business development services, veterinary services and market for selling their produce.

(b) Marketing Support: Among saline agriculture products, marketing of eucalyptus wood is the main problem at present. Marketing of this wood is mainly in the hands of brokers purchasing it for fuel purposes. Farmers get nominal incomes from the sale of eucalyptus. On the other hand, there are many other economical uses of eucalyptus wood, such as for pulp & paper, chipboard and furniture. Bio Saline I linked local communities with Chenab Particle Board Mills, Ali Pur Chatha (near Hafizabad) and farmers got reasonable prices for their wood. In new project, similar marketing phenomenon will be adopted for the sale of eucalyptus produce.

Marketing of crops like wheat and rice is not a problem. Most of such products are either consumed as domestic needs or sold in nearby local markets. Similarly, kallar grass is used as fodder for livestock by the

farmers themselves or it can be sold to others on reasonable prices. However, marketing of fish (produced from fish farms on strongly saline soils) will be conducted with the help of Fisheries Department.

(c) Income and Employment Generation: To decrease vulnerability and increase households' incomes, communities will be encouraged to adopt other income generating activities on part or full time basis. These will include kitchen gardening, nursery raising in salt tolerant forest/fruit saplings, establishment of fish ponds, plantation of forest and fruit plants etc.

(d) Training of Youth in Computer Skills: The project shall also focus on skills enhancement of youth, especially those related to Information and Communication Technology (ICT). The project shall establish ICT centres in partnership with Government (e.g. schools, colleges) or civil society organizations.

4. Project Financial Resources

The total project budget is about **Pak Rs. 795.549 million** or **US \$ 13.32** million over a period of **four** years. This cost includes the contribution of UNDP (Grant) of Pak Rs.265.183 million or US \$ 4.44 million and Government of Punjab contribution of Pak Rs.530.366 or US\$ 8.88 million. The community share will be in kind/cash to be directly invested by farmers, for example, incurring expenditures in development of their abandoned lands by various means, in drilling & operation/maintenance of their wells and in community trainings. It is estimated that the community grants will yield a community contribution, which will be higher than the total funds provided by UNDP and GOPb together. Since the community contribution will not be routed through the project account, it has not been included in the total project cost.

The UNDP and GOPb will co-finance and manage the project. All partners will provide social and technical support through their experts. The local line agencies will also provide office accommodation (where possible) to the project staff. The line agencies will bear the salaries of any counterpart staff, if attached with the project. However, the project will strengthen institutional resources of the partners. DSA, TA/DA and traveling costs will be born by the project.

5. Human Resources

The list of project staff and the organization structure are given in **Annex 1 (A)** and **(B)** respectively, and the TORs of various positions are given in **Annex 4**. Staff recruitment and procurement of equipment will be made as per PCOM guidelines.

6. Management Arrangement

The project will be implemented through UNDP Pakistan National Execution (NEX) modality and as per the management and financial guidelines of Project Cycle Operation Manual (PCOM) developed jointly by the Economic Affairs Division (EAD), Government of Pakistan and UNDP. The Agriculture Department, Government of Punjab, will be the Implementing Partner. Secretary Agriculture will be the Project Director (PD), acting as the focal point for ownership, responsibility, accountability, and project supervision.

The Project Director (PD) will be the overall in-charge of the project. who will be assisted by a Project Manager. A Project Steering Committee (PSC) comprising of the following will be constituted for overall supervision and guidance of the project:

- i. Chairman, P & D (convener)
- ii. Secretary, Finance
- iii. Representative, Atomic Energy Commission
- iv. Secretary, Agriculture (Project Director)
- v. Secretary, Forest and Fisheries Department
- vi. Secretary, Livestock and Dairy Development Department
- vii. Project Director ASPL-II
- viii. UNDP Representative

- ix. EAD Representative
- x. Director General Agri.(Research)
- xi. Project Director ASPL-II (MINFAL)
- xii. Project Manager - PIU (Member/ Secretary)

The Project Manager will be responsible for administrative and financial matters (along with PD) and will prepare the work plans and compile technical reports. PSC will meet preferably at the end of each year for assessing progress against the set targets, and identifying need for a revision of activities and resource allocation. Standard Annual Progress Report (SAPR) will be prepared and circulated well in time, for review by the PSC members.

6.1 Project Implementation Unit (PIU)

The PIU will be set up in Lahore and act as Secretariat of the PSC. Project Manager assisted by the necessary technical and support staff will head this unit. He/she will maintain a close liaison with the Project Director, ASPL-II. The existing staff of the participating line departments will be engaged to implement the project.

A Project Coordination Committee (PCC) under the convenerhsip of Secretary Agriculture/ PD will be constituted to review the project activities and progress. The committee will meet at twice a year and will consist of the following:

- i. Secretary Agriculture/ PD (Convener)
- ii. Executive District Officers Agriculture (from the participating districts)
- iii. Director General Research – AARI Faisalabad
- iv. Project Director – (ASPL-II)
- v. Representative of UNDP
- vi. Director SFRI
- vii. Director SSRI
- viii. DIUs
- ix. Project Manager – PIU (Secretary/ Member)

UNDP Country Office will perform the following oversight functions:

- 1. Provide backstopping support to the Project (organizing national and international missions' visits to the project, international recruitment, training, study visits and procurement)
- 2. Monitor (along with EAD, GOPb) project progress against planned activities and outcomes
- 3. Arrange mid-term and terminal evaluation of the project through national and international consultants
- 4. Organize annual audit as per PCOM

6.2 District Implementation Unit (DIU)

Headed by the District Manager, a District Implementation Unit (DIU) shall be established in each district, which will plan and implement the project activities as per the work plan approved by the Project Steering Committee.

The functions of DIU will be as follows:

- a. To implement the project activities in the district.
- b. To appraise the district administration about the project activities.
- c. Co-ordination among all the participating institutions at the district level.
- d. Technical guidance to the farming communities for achieving the project targets.
- e. Supervise the work of field staff based in field units.

6.3 Field Units

Three Field Units each in the three selected Districts will be established. These units will be implementing all project activities in the communities.

Field Units shall undertake the following activities:

- i. Enlisting of the owners of salt-affected lands along with the extent of land occupied and present land use in the project area.
- ii. Identification of cooperative farmers ready to participate in field research and demonstration work.
- iii. Arrange farmers meetings in collaboration with the project staff.
- iv. Organize the community of waterlogged and salt-affected lands and motivate them for the rehabilitation.
- v. Organize trainings for the staff of implementing departments and communities.

PIU, DIUs and FUs will facilitate the work to be conducted by SSRI and SFRI and other line departments.

7. Work Planning

Before the start of financial year, the PM will prepare a detailed yearly work plan (covering both technical and financial aspects) and submit the same to PIU, which after proper scrutiny will submit it to PSC for approval. After approval, PIU will submit the same to UNDP for release of funds to PIU. UNDP will release funds on quarterly basis as per quarterly work plans (**Annex 2 (B)**).

8. Financial Management

UNDP and GoPb will sign a Cost Sharing Agreement according to which GoPb will transfer its share into UNDP RR account on annual basis as per the agreed schedule. The funds from UNDP and counterpart funds from GoPb (net of 3% General Management Service (GMS¹) fee to be charged by UNDP) will be then transferred into a Project Account jointly operated by PD and PM. 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 PD and PM.

9. Monitoring and Evaluation

Monitoring and Evaluation (M&E) of the project will be strengthened by the provision of a M&E Specialist on the project team and baseline survey to be conducted at the beginning of the project. M&E Specialist will be responsible for developing an effective M&E system for the project 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 the Standard Annual Progress Report (SAPR) and Standard Quarterly Progress Report (SQPR), periodic impact assessment studies and regular reporting against different indicators mentioned in the Project Resources Framework.

The PM with the approval of PD will be responsible to prepare and submit quarterly and annual progress reports as required under the Project Cycle Operation Manual (PCOM). The Annual Work Plan (AWP) Monitoring tool (**Annex 3**) will cover project achievements against planned activities / work plans, resource and financial implementation, challenges, constraints and risks as well as lessons learned and way forward. These reports will also contain work plan for the following quarter/year.

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

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.

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

The project will prepare a Terminal Report at the end of the project as per the format for SAPR.

10. Legal Context

The legal context for UNDP-assisted projects 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
2. 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.

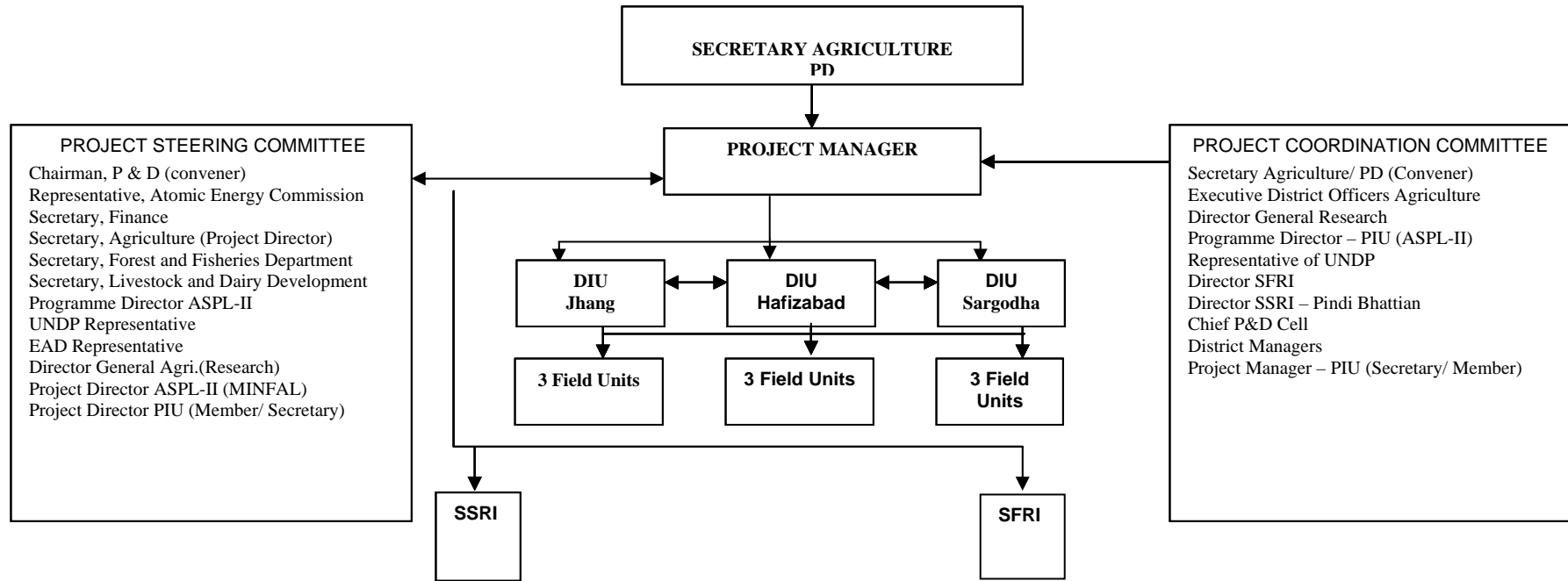
UNDP-assisted programmes and projects for Pakistan are planned and executed in accordance with the global UNDP Financial Rules and Regulations and the Project Cycle Operations Manual for Pakistan.

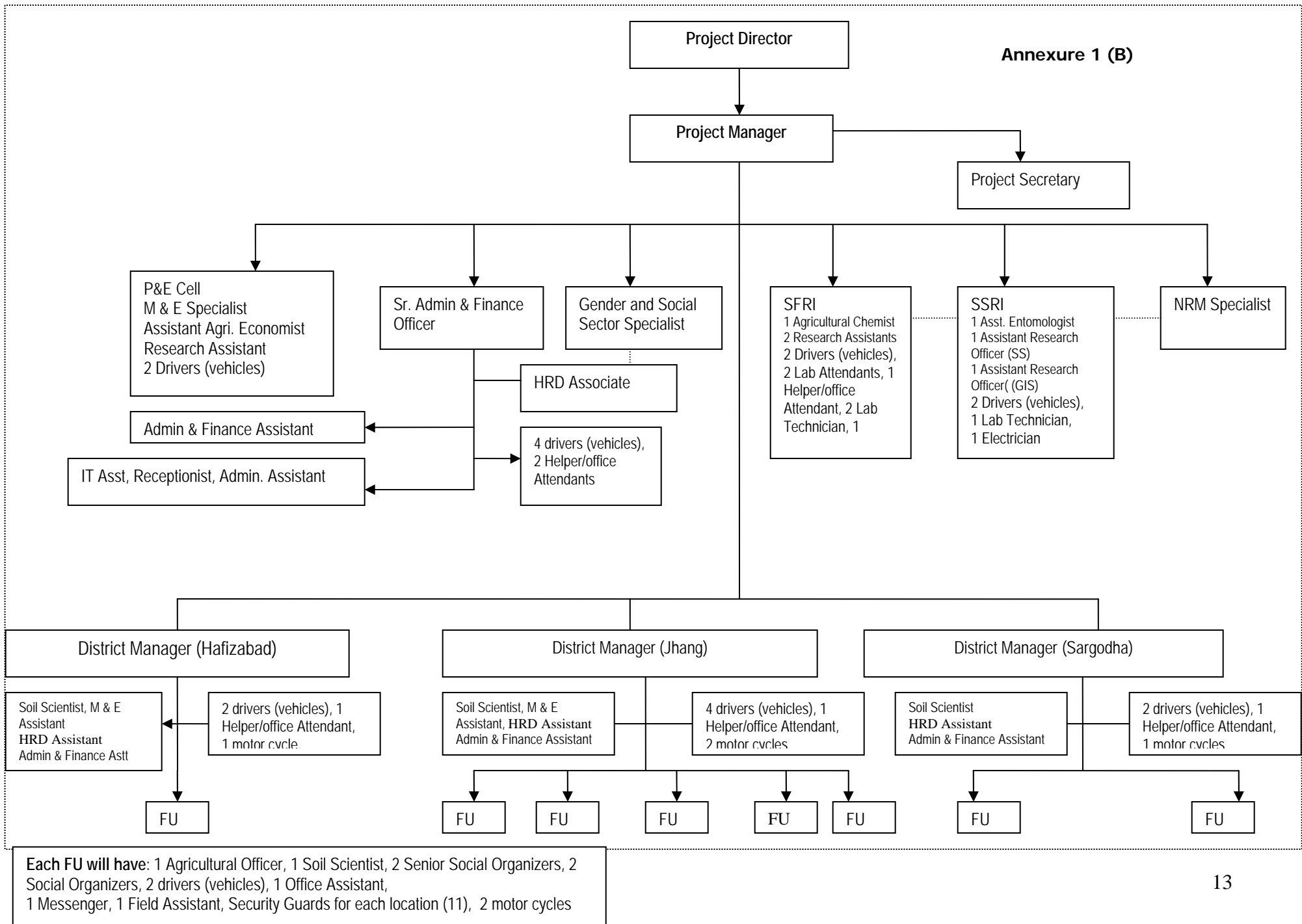
The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

- 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 expenditure or other costs due to inflation or to take into account agency expenditure flexibility.

Project Organogram

Annexure 1(A)





Project Budget

Annexure 2 (A)

Expenses	No	Unit	# of Units	Donor	Implementing Partner	Unit Rate (Rs.)	Unit Rate (\$)	Budget in US \$					Total Cost (Rs.)
								Year 1	Year 2	Year 3	Year 4	Total Cost	
Programme cost													
Base line survey	1	Lumpsum		UNDP	UNDP	1,797,000	30,101	30,101				30,101	1,797,000
Activities (except SSRI, SFRI) - details Annex 2(A)		Per Year		GoPb	UNDP			948,999	1,213,772	1,221,591	3,988,355	7,372,717	440,151,221
Agiculture implements		Per Year		UNDP	UNDP			21,101	61,303	61,303	61,304	205,011	12,239,157
Technical services, research and demonstration		Per Year		GoPb	SSRI			74,912	299,647	67,889	71,664	514,112	30,692,484
Technical services, research and demonstration		Per Year		GoPb	SFRI			59,675	238,698	97,896	97,896	494,164	29,501,607
Community training		Per Year		UNDP	UNDP			33,970	54,729	54,729	45,293	188,720	11,266,584
ICT centres		Per Year		UNDP	UNDP			12,267	92,473	51,898	32,082	188,720	11,266,584
Publications		Per month		UNDP	UNDP	50,000	838	10,050	10,050	10,050	10,050	40,201	2,400,000
Impact studies		Per month		UNDP	UNDP	50,000	838	-	-	10,050	10,050	20,101	1,200,000
Auditing costs		Per Year		UNDP	UNDP	200,000	3,350	3,350	3,350	3,350	3,350	13,400	799,980
Evaluation costs		Mid & Terminal		UNDP	UNDP	3,200,000	53,601	-	26,801	-	26,801	53,601	3,200,000
Media and advocacy		Per month		UNDP	UNDP	25,000	419	5,025	5,025	5,025	5,025	20,101	1,200,000
Technical services (international)		Lumpsum		UNDP	UNDP	2,985,000	50,000	-	50,000	50,000	-	100,000	5,970,000
Follow up / Monitoring visits		Per month		UNDP	ALL	300,000	5,025	60,302	60,302	60,302	60,302	241,206	14,400,000
Transport for field activities	34	Per package		UNDP	UNDP	23,880	400	76,800	76,800	76,800	76,800	307,200	18,339,840
Sundries				UNDP				35,297	36,622	31,854	37,124	140,897	8,411,522
Sundries				GoPb				34,751	54,689	43,607	111,272	244,320	14,585,879
Sub Total Programme Cost								1,406,598	2,284,261	1,846,344	4,637,367	10,174,570	607,421,858
Programme Support Cost													

Expenses	No	Unit	# of Units	Donor	Implementing Partner	Unit Rate (Rs.)	Budget in US \$					Total Cost	Total Cost (Rs.)
							Unit Rate (\$)	Year 1	Year 2	Year 3	Year 4		
Programme Support Cost													
Human Resources													
National Professionals													
Project Manager	1	Per month	48	UNDP	UNDP	150,000	2,513	30,151	30,151	30,151	30,151	120,603	7,200,000
Chief Technical Advisor	1	Per month	48	UNDP	UNDP	110,000	1,843	22,111	22,111	22,111	22,111	88,442	5,280,000
Gender and Social Sector Specialist	1	Per month	48	UNDP	UNDP	80,000	1,340	16,080	16,080	16,080	16,080	64,322	3,840,000
Monitoring and Evaluation Specialist	1	Per month		UNDP	UNDP	80,000	1,340	16,080	16,080	16,080	16,080	64,322	3,840,000
Media and Advocacy Specialist	1	Per month		UNDP	UNDP	80,000	1,340	16,080	16,080	16,080	16,080	64,322	3,840,000
Admin and Finance Manager	1	Per month		UNDP	UNDP	80,000	1,340	16,080	16,080	16,080	16,080	64,322	3,840,000
Monitoring and Evaluation Officer	3	Per month		UNDP	UNDP	44,464	745	26,812	26,812	26,812	26,812	107,250	6,402,816
District Manager	3	Per month	48	UNDP	UNDP	80,000	1,340	48,241	48,241	48,241	48,241	192,965	11,520,000
Agriculture officer	9	Per month		UNDP	UNDP	44,464	745	80,437	80,437	80,437	80,437	321,750	19,208,448
Social Organiser (SO) Male	9	Per month	48	UNDP	UNDP	44,464	745	80,437	80,437	80,437	80,437	321,750	19,208,448
Social Organiser (SO) Female	9	Per month	48	UNDP	UNDP	44,464	745	80,437	80,437	80,437	80,437	321,750	19,208,448
Group Promoter (Male)	9	Per month		UNDP	UNDP	20,327	340	36,772	36,772	36,772	36,772	147,090	8,781,264
Group Promoter (Female)	9	Per month		UNDP	UNDP	20,327	340	36,772	36,772	36,772	36,772	147,090	8,781,264
Sub Total								506,494	506,494	506,494	506,494	2,025,975	120,950,688
Administrative/ support staff													
Finance Assistant	1	Per month	48	UNDP	UNDP	15,245	255	3,064	3,064	3,064	3,064	12,257	731,760
Admin / HR Assistant	1	Per month		UNDP	UNDP	15,245	255	3,064	3,064	3,064	3,064	12,257	731,760
Office Assistant	9	Per month		UNDP	UNDP	20,327	340	36,772	36,772	36,772	36,772	147,090	8,781,264
Office Boy	11	Per month		UNDP	UNDP	7,623	128	16,855	16,855	16,855	16,855	67,419	4,024,944
Driver	34	Per month	48	UNDP	UNDP	11,433	192	36,769	36,769	36,769	36,769	147,078	8,780,544

Expenses	No	Unit	# of Units	Donor	Implementing Partner	Unit Rate (Rs.)	Unit Rate (\$)	Budget in US \$				Total Cost	Total Cost (Rs.)
								Year 1	Year 2	Year 3	Year 4		
Messenger	10	Per month	48	UNDP	UNDP	7,623	128	15,323	15,323	15,323	15,323	61,290	3,659,040
Sub Total Administrative Support Staff								111,848	111,848	111,848	111,848	447,392	26,709,312
Equipment and supplies													
Purchase of Motorcycles	20	Per Motorcycle		UNDP	UNDP	1,522,350	25,500	102,000	-	-	-	102,000	6,089,400
Furniture, computer equipment	25	Per set		UNDP	UNDP	76,118	1,275	31,875	-	-	-	31,875	1,902,938
Subtotal Equipment and supplies								133,875	-	-	-	133,875	7,992,338
Local office/Action costs													
Office rent	10	Per office		UNDP	UNDP	20,000	335	40,201	40,201	4,020	4,020	88,442	5,280,000
Consumables - office supplies	10	Per office		UNDP	UNDP	20,000	335	40,201	40,201	4,020	4,020	88,442	5,280,000
Other services (tel/fax, electricity/heating, maintenance)	10	Per office		UNDP	UNDP	20,000	335	40,201	40,201	4,020	4,020	88,442	5,280,000
Subtotal Local office/Action costs								120,603	120,603	12,060	12,060	265,327	15,840,000
Staff training / seminars / conferences		Per month		UNDP	UNDP	25,000	419	5,025	5,025	5,025	5,025	20,101	1,200,000
Sub Total (Program and program support cost)								2,284,443	3,028,231	2,481,771	5,272,794	13,067,239	780,114,195
GMS (@3% on GoPb share)				GoPb				33,568	54,212	42,940	127,820	258,540	15,434,820
Total Budget								2,318,011	3,082,443	2,524,711	5,400,614	13,325,779	795,549,015

Yearly Work Plan

Annexure 2 (B)

Output / Activity	Donor	Time Frame				Estimated Budget (\$)
		Year 1	Year 2	Year 3	Year 4	
Project Management, Monitoring and Evaluation						
1 Project Director		-	-	-	-	-
1 Project Manager	UNDP	30,151	30,151	30,151	30,151	120,603
1 Monitoring & Evaluation specialist	UNDP	16,080	16,080	16,080	16,080	64,322
1 Media and Advocacy Specialist	UNDP	16,080	16,080	16,080	16,080	64,322
1 Admin and Finance Manager	UNDP	16,080	16,080	16,080	16,080	64,322
3 District Managers	UNDP	48,241	48,241	48,241	48,241	192,965
3 Monitoring and Evaluation Officers	UNDP	26,812	26,812	26,812	26,812	107,250
1 Finance Assistant	UNDP	3,064	3,064	3,064	3,064	12,257
1 Admin / HR Assistant	UNDP	3,064	3,064	3,064	3,064	12,257
9 Office Assistant	UNDP	36,772	36,772	36,772	36,772	147,090
11 Office Boys	UNDP	16,855	16,855	16,855	16,855	67,419
16 Drivers	UNDP	36,769	36,769	36,769	36,769	147,078
3 Messengers	UNDP	15,323	15,323	15,323	15,323	61,290
Purchase of vehicles (4)	UNDP	102,000	-	-	-	102,000
Furniture and equipment (25)	UNDP	31,875	-	-	-	31,875
Publications	UNDP	10,050	10,050	10,050	10,050	40,201
Impact studies	UNDP	-	-	10,050	10,050	20,101
Auditing costs	UNDP	3,350	3,350	3,350	3,350	13,400
Evaluation costs	UNDP	-	26,801	-	26,801	53,601
Media and advocacy	UNDP	5,025	5,025	5,025	5,025	20,101
Technical services (international)	UNDP	-	50,000	50,000	-	100,000
Follow up / Monitoring visits	UNDP	60,302	60,302	60,302	60,302	241,206
Transport for field activities	UNDP	76,800	76,800	76,800	76,800	307,200
Office rent	UNDP	40,201	40,201	4,020	4,020	88,442
Consumables - office supplies	UNDP	40,201	40,201	4,020	4,020	88,442
Other services (tel/fax, electricity/heating, maintenance)	UNDP	40,201	40,201	4,020	4,020	88,442
Staff training / seminars / conferences	UNDP	5,025	5,025	5,025	5,025	20,100
Sub Total		680,324	623,249	497,956	474,757	2,276,286
Mobilized communities that partner with the Government on agriculture and land rehabilitation schemes						
Base line survey	UNDP	30,101				30,101
600 Grassroots community organizations, 360 for males and 240 for females, formed and functioning	UNDP					
At least one member from each community organization trained	UNDP	16,985	27,364	27,364	22,646	94,359
In service training and exposure visits for line department staff arranged	UNDP	16,985	27,365	27,365	22,646	94,360

Output / Activity	Donor	Time Frame				Estimated Budget (\$)
		Year 1	Year 2	Year 3	Year 4	
<i>Capacities / staff hired to mobilize and train communities including:</i>						
1 Natural Resource Management Specialist	UNDP	22,111	22,111	22,111	22,111	88,442
1 Gender and Social Sector Specialist	UNDP	16,080	16,080	16,080	16,080	64,322
18 Social organizers (SC 6) with equal number of males and females	UNDP	160,875	160,875	160,875	160,875	643,499
18 Group promoters (SC 4) with equal number of males and females	UNDP	73,545	73,545	73,545	73,545	294,180
9 Agriculture officers (SC 6) with equal number of males and females	UNDP	80,437	80,437	80,437	80,437	321,749
Sub Total		417,119	407,777	407,777	398,340	1,631,012
Rehabilitation of land and promotion of improved agricultural techniques						
Technical baseline survey						
<i>Demonstrating trials of one hectare each in 400 villages of the three districts by:</i>						
1. Soil Salinity Research Institute (SSRI)	GoPb	74,912	299,647	67,889	71,664	514,112
2. Soil Fertility Research Institute (SFRI)	GoPb	59,674	238,699	97,896	97,895	494,164
300 tube wells installed	GoPb	15,075	45,226	45,226	45,226	150,753
50 agriculture implement pools established	UNDP	21,101	61,304	61,304	61,303	205,012
80,000 ha of the affected area rehabilitated	GoPb	857,920	1,005,440	1,013,259	3,780,023	6,656,642
Sub Total		1,028,682	1,650,316	1,285,574	4,056,111	8,020,683
Improved access to services, market, increased farm incomes and employment						
Communities are linked up with service providers through workshops / meetings, and provision of relevant information						
150 Fish ponds of 1 ha each	GoPb	18,844	18,844	18,844	18,844	75,376
400 field nurseries established	GoPb	16,750	16,750	16,750	16,750	67,000
Provision of nursery plants on 500 ha of land	GoPb	2,094	18,844	18,844	18,844	58,626
1000 kitchen gardens set up	GoPb	3,140	3,140	3,140	3,140	12,560
Marketing of saline agriculture products promoted	GoPb					-
Para Veterinary Aids	GoPb	35,176	105,528	105,528	105,528	351,760
ICT centres established	UNDP	12,267	92,473	51,898	32,082	188,720
Youth, especially belonging to poor households, trained in ICT skills	UNDP					
Sub Total		88,271	255,579	215,004	195,188	754,042
Sundries	UNDP	35,297	36,622	31,854	37,124	140,897
Sundries	GoPb	34,751	54,689	43,607	111,272	244,320
GMS	GoPb	33,568	54,212	42,940	127,820	258,540
Grand Total		2,318,012	3,082,443	2,524,712	5,400,612	13,325,779

Grand Total (in rupees)		138,385,323	184,021,868	150,725,333	322,416,509	795,549,033
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Annual work Plan (AWP) Monitoring Pool

Annexure 3

Expected Outputs	Output Indicators	Planned Activities	Expenditures	Results of Activities	Progress Towards Achieving Outputs
<p>Output 1: Project Management, Monitoring and Evaluation</p>	<p>Indicator 1.1 PD designated by the Government</p> <p>Indicator 1.2 One PM and four District Managers recruited One M & E specialist, three M & E Officers, one Admin and Finance Manager and one Media and Advocacy Officer recruited</p> <p>Indicator 1.3 One Finance Assistant, one Admin / HR Assistant, nine Office Assistants along with drivers and office support staff recruited</p> <p>Indicator 1.4 Procurement completed as per PCOM guidelines</p>	<p>Consultation with Government of Punjab</p> <p>Staff recruitment as per PCOM guidelines</p> <p>Procurement of computers, office furniture, vehicles etc as per PCOM guidelines</p>			
<p>Output 2: Mobilized communities that partner with the Government on agriculture and land rehabilitation schemes</p>	<p>Indicator 2.1 Grassroots community organizations, dedicated for males and females, formed and functioning</p> <p>Indicator 2.2 Base line data collected for prioritizing relevant intervention and monitoring</p>	<p>Carrying out dialogues with communities</p> <p>600 community organizations (360 men and 240 women) formed</p> <p>At least one member from each community organization trained in community management</p> <p>Exposure visits to similar programmes undertaken</p> <p>Base line survey undertaken</p>			

Expected Outputs	Output Indicators	Planned Activities	Expenditures	Results of Activities	Progress Towards Achieving Outputs
	<p>impact</p> <p>Indicator 2.3 Line departments providing services through community participation in an efficient manner</p> <p>Indicator 2.4 Capacities / staff hired to mobilize local communities and enhance their capacity</p>	<p>In service training and exposure visits arranged</p> <p>One Technical Advisor, One Gender and Social Sector Specialist, 18 Social Organizers, 18 Group Promoters and 18 Agriculture Officers recruited</p>			
<p>Output 3: Rehabilitation of land and promotion of improved agricultural techniques</p>	<p>Indicator 3.1 Technical baseline survey undertaken</p> <p>Indicator 3.2 Agriculture production increased due to introduction and demonstration of improved agricultural techniques</p> <p>Indicator 3.3 Land productivity increased due to rehabilitation of land affected by salinity and water logging</p>	<p>Technical baseline survey</p> <p>Demonstrating trials of one hectare each in 400 villages of the three districts by SSR1 and SFRI</p> <p>300 tube wells installed</p> <p>50 agriculture implement pools established</p> <p>80,000 ha of the affected area rehabilitated</p>			

Expected Outputs	Output Indicators	Planned Activities	Expenditures	Results of Activities	Progress Towards Achieving Outputs
<p>Output 4: Improved access to services, market, increased farm incomes and employment</p>	<p>Indicator 4.1 Improved access of communities to services of different service providers</p> <p>Indicator 4.2 Communities incomes increased</p> <p>Indicator 4.3 Access of youth to ICT skills promoted</p>	<p>Communities are linked up with service providers through workshops / meetings, and provision of relevant information</p> <p>Fish ponds on 150 ha established</p> <p>400 field nurseries established</p> <p>1000 kitchen gardens set up</p> <p>Marketing of saline agriculture products promoted</p> <p>ICT centres established</p> <p>Youth, especially belonging to poor households, trained in ICT skills</p>			

Annexure 4

TERMS OF REFERENCE FOR KEY POSITIONS

PROJECT DIRECTOR (PD)

The Secretary Agriculture, Punjab will be Project Director and will be the approving authority for all the work plans, payments and recruitments. He will be the focal point for responsibility and accountability on behalf of the Government of the Punjab (GOPb). He will supervise and advise the Project Director in the overall planning, management and coordination of UNDP/ADB (ASP-II)/GOPb inputs (including administrative, liaison and budgetary aspects) of the project; specifically the PD will:

Duties and Responsibilities:

- Acting as the focal point and responsible party for the project in the Government executing agency;
- Ensuring that all Government inputs committed to the project are available to the project;
- Selection and recruitment or appointment of the National Project Manager in consultation with UNDP and EAD.
- Ensuring that the National Project Manager is empowered to implement the project;
- Assisting the National Project Manager, as necessary, to resolve implementation problems;
- Selection of candidates for project expert and consultant positions in consultation with UNDP and EAD.
- Supervision of the work of the National Project Manager;
- Approval of certain payments of project funds according to the transparent procedures in the Project Cycle Operations Manual;
- Representing the project at meetings of the parties to the project agreement;
- Providing assistance in the coordination of project activities that involve other agencies of Government.

Selection Criteria

- Authority and seniority in executing agency that is appropriate to the project
- English language reading, writing and speaking skills
- Substantive technical skills and knowledge and experience related to project
- General management skills and experience in the area of planning and organization of work, scheduling, budgeting, supervision, reporting, and personnel management
- Result oriented
- Leadership and supervisory experience with good communication skills and patience
- Time available according to needs of project

PROJECT MANAGER (PM)

The Project Manager (on project's payroll) will be responsible for the consolidation of work plans and production of financial and technical reports received from various partners. Under the supervision and guidance of the Project Director (PD), the Project Manager has the overall responsibility for the operational management and coordination of the project. The specific duties and responsibilities of the Project Manager will be to:

Duties and Responsibilities:

- In general, operational management of the production of project outputs according to the project document and the procedures in the Project Cycle Operations Manual;
- Selection, recruitment and supervision of project administrative support staff;
- In collaboration with the UNDP Country Office, ensuring that all implementing agency letters of agreement are prepared and negotiated with any participating UN agencies;
- Initiation of mobilization of all project inputs not covered by implementing agency letters of agreement in accordance with the relevant procedures in Project Cycle Operations Manual; authorization of expenditures for these inputs;
- Preparation and revision of the project work plans, budgets and financial plans;
- Organization and management of project activities according to the work plan in order to produce the outputs;
- Coordination and supervision of project technical personnel;
- Timely preparation and submission of the Annual Project Report (APR) and any other required progress reports and assurance that reports prepared by project personnel or participants are prepared as required;
- Reporting to the NPD on a regular basis.
- Identification and resolution of implementation problems, with the assistance of the NPD if necessary.

Qualifications and Experience:

- Post graduate degree preferably in agriculture, land and water disciplines;
- Proven skills for tackling problems of waterlogging and salinity problems;
- Minimum five years experience in Project Management, especially community development project for Land rehabilitation;
- Experience of working in international donors project will be required;
- Complete command of in terms of oral presentation and preparation of written reports.
- A minimum level of computer literacy will also be required.

SOCIAL ORGANIZER

The Community Organizers will assist villages in undertaking participatory planning processes and in the formation of community organizations (SLUGs & WIGs) at the project site. Under the supervision and guidance of the District Manager, the Social Organizers will be responsible for the implementation of site activities. The specific duties and responsibilities of the Social Organizers will be:

Duties and Responsibilities:

- Assist villagers in conducting participatory assessment of resources and needs;
- Assist village leaders in the preparation of village profiles;
- Assist villages in problem analysis;
- Assist villages in formation of WIGs and income generating opportunities;
- Identify and assess training needs of village groups;
- Assist in the coordination of training for village groups.

Qualifications and Experience:

- Graduation and experience in community development at village level;
- Proven experience in working with rural communities;
- Good people and communication skills;
- Preferably good computer skills.

MONITORING AND EVALUATION SPECIALIST

The incumbent will work under the direct supervision of the Project Manager who along with the Project Director will be responsible for his/her performance evaluation.

Duties and Responsibilities:

- As M&E specialist, the incumbent will be responsible for all aspects of planning, monitoring, evaluation and research in over all program area.
- Assist the Program Manager in his duties.
- Attend first, second and third dialogues with the communities.
- Coordinate the M&E activities with the rest of the project staff members
- Analyze data collected from field units / social organisers.
- Producing and up dating various statistical briefs.
- Verification and monitoring of all the program activities.
- Design monitoring formats
- Provide technical support to the M&E officer.
- Helping and training of the M&E officer in carrying out their duties.
- Carrying out research for the improvement of the program.
- Identification of the study areas and carrying out case studies, impact assessment etc at program level.
- Training of the Activists in reporting with collaboration with Human Resource Development section.
- Preparation of quarterly and annual workplans
- Preparing monthly, quarterly, six monthly and annual reports about various project activities for submission to the National Project Coordinator through the Programme Manager.
- Carrying out any other special assignment given by the Project Director and Project Manager within the field of his/her competence.

Qualifications and Experience:

- Post-Graduate Degree in Social Sciences
- 5 years experience in planning, monitoring and evaluation

NATURAL RESOURCE MANAGEMENT SPECIALIST

The incumbent will work under the direct supervision of the Project Manager who along with the Project Director will be responsible for his/her performance evaluation.

Duties and Responsibilities:

- In charge of Agriculture, livestock, forestry and Natural Resource Section. The incumbent shall be responsible for planning, organising and implementing the operation plan of agriculture / livestock / forestry and natural resources with concerned line agencies.
- Develop methodologies and techniques for assisting farmers with planning and execution of crop – livestock, forestry and natural resources production that will help improve rural livelihood.
- Develop, monitor and analyze on farm research trials and the development of recommendations that can be adopted by the farmers.
- Develop NRM packages with the organised communities.
- Train the staff and the Activists / specialist in community in NRM sector for the transfer of technology.
- Provide relevant data to M&E section about NRM activities.
- Carry out case studies on NRM packages with M&E section.
- Work with other professional staff in preparation of action plans pertaining to his section.
- Develop linkages of the rural communities with the Line agencies and research institutions.
- Consult with the provincial forest department, wildlife department and agriculture department to collect information on the natural resource base of the area, and use the information while planning for the activities proposed under the project.
- Prepare monthly, quarterly, six monthly and annual reports about the activities undertaken by the incumbent for submission to the Project Director through the Project Manager.
- Carrying out any other special assignment given by the Project Director and Project Manager within the field of his/her competence.

Qualifications and Experience:

- MSc Agriculture / Animal Sciences
- 5 years experience in Participatory Programmes.

MONITORING AND EVALUATION OFFICER

The incumbent will work under the direct supervision of the M&E Specialist and the District Manager who along with Project Manager and the Project Director will be responsible for his/her performance evaluation.

Duties and Responsibilities:

- Will assist the M&E Specialist in carrying out his duties.
- Compilation of monthly/ quarterly and annual work plans.
- Recording / collection of data on the designed formats.
- Field visits on need basis for ongoing program activists and verification of data already collected.
- Identify areas of study and carrying out case studies, impact assessment etc.
- Updating MCOs/WCOs database and preparation of narrative profiles of them on the basis of information provided by the Social Organisers.
- Coordination with all the project professional staff in implementation of the program activities.
- Carrying out any other special assignment given by the Project Director, Project Manager and M&E Specialist within the field of his/her competence.

Qualifications and Experience:

- MA/MSc. Social Sciences preferably in development studies
- 3 years experience in relevant field

SOCIAL ORGANISER

The incumbent will work under the direct supervision of the District Manager who along with the National Project Manager will be responsible for his/her performance evaluation.

Duties and Responsibilities:

The incumbent will be the responsible for carrying out social mobilisation activities in the project area and will assist the District Manager to:

- Develop strategy of community interaction for the social organisers.
- Identify and arrange introductory meetings with the contact persons for the program expansion.
- Hold first dialogues meetings with the communities.
- Introduce the program concept and develop a long-term vision of the program in the organised communities.
- Motivate villagers to organise themselves.
- Prepare a profile of the village by collecting data on village statistics particularly on status of the village population and division into better off, well off, poor, poorest and destitute.
- Assist communities in needs identification and prioritisation.
- Attend coordination meeting with line agencies.
- Introduce program packages with organised communities.
- Give social guidance to the organised communities.
- In collaboration with the HRD section develop training events for the Activists from community.
- Preparation of the investment plan / portfolio of opportunities with the organised communities.
- Link up the communities with the line agencies and banks for having access to their resources.
- Provide on job training to the social organisers.
- Coordination with NGOs, Banks and line agencies for creating sustainable linkages of the communities and these agencies.
- Preparing monthly, quarterly, six monthly and annual reports about social mobilisation activities for submission to the Project Manager.
- Carrying out any other special assignment given by the Project Director and Project Manager within the field of his/her competence.

Qualifications and Experience:

- MA / MSc preferably in Social Sciences
- 5 years in participatory rural development

GENDER AND SOCIAL SECTOR SPECIALIST

Duties and Responsibilities:

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

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

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:

- M Sc in social sciences.
- At least 7 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.

AGRICULTURE OFFICER

The incumbent will work under the direct supervision of the Project Manager who along with the Project Director will be responsible for his/her performance evaluation.

Duties and Responsibilities:

- Work as a team member along with social organiser to identify technological gaps in the NRM sector with organised communities
- Assist Project Manager to formulate NRM packages in the project area
- Prepare work plan in accordance with NRM plan for the Community Organisations
- Impart training himself or with the support of resource person to formulate NRM packages in the project area
- Prepare work plan in accordance with NRM plan for the Community Organisations
- Impart training himself or with the support of resource person to the members of community organisations
- Implement NRM strategy for arid and semi arid zone
- Develop linkages with line agencies for the improvement of NRM sector in the area
- Monitor and report the on going activities related to NRM on periodic basis
- Prepare daily and monthly reports on visit to the field
- Assist Project Manager in preparation of quarterly and annual work plans
- Any other assignment given by section In charge, Project Manager or Project Director
-

Qualifications and Experience:

- MSc Agriculture / Animal Sciences
- 7 years experience in Participatory Programmes

SOCIAL ORGANISER

The incumbent will work under the direct supervision of the District Manager who along with the National Project Manager will be responsible for his/her performance evaluation.

Duties and Responsibilities:

The incumbent will be the responsible for carrying out social mobilisation activities in the project area and will assist the District Manager to:

- Develop strategy of community interaction for the social organisers.
- Identify and arrange introductory meetings with the contact persons for the program expansion.
- Hold first dialogues meetings with the communities.
- Introduce the program concept and develop a long-term vision of the program in the organised communities.
- Motivate villagers to organise themselves.
- Prepare a profile of the village by collecting data on village statistics particularly on status of the village population and division into better off, well off, poor, poorest and destitute.
- Assist communities in needs identification and prioritisation.
- Attend coordination meeting with line agencies.
- Introduce program packages with organised communities.
- Give social guidance to the organised communities.
- In collaboration with the HRD section develop training events for the Activists from community.
- Preparation of the investment plan / portfolio of opportunities with the organised communities.
- Link up the communities with the line agencies and banks for having access to their resources.
- Provide on job training to the social organisers.
- Coordination with NGOs, Banks and line agencies for creating sustainable linkages of the communities and these agencies.
- Preparing monthly, quarterly, six monthly and annual reports about social mobilisation activities for submission to the Project Manager.
- Carrying out any other special assignment given by the Project Director and Project Manager within the field of his/her competence.

Qualifications and Experience:

- MA / MSc preferably in Social Sciences
- 5 years in participatory rural development

GROUP PROMOTER

The incumbent will work under the direct supervision of In charge Field Unit who will be responsible for his/her performance evaluation.

Duties and Responsibilities:

- Arrange introductory meetings with the contact person in the area assigned to him for the program expansion.
- Motivate the rural communities to organise themselves.
- Carry out needs assessment with the organised communities.
- Check and update /training the communities in record keeping.
- Carry out follow up visits to the C/WOs for progress verification and report to the social organisers.
- Provide social guidance to the communities and develop close contacts with the Activists for maintaining the required resources from out line agencies.
- Closely monitor the development initiatives introduced by the Project.
- Help the senior social organiser in carrying out need assessment exercise in his area.
- Train the Activists to work as maintainers of the development initiatives introduced by the Project.
- Carry out preliminary diagnostic surveys of the new villages.
- Create a vision of sustainable development in new villages.
- Preparing monthly, quarterly, six monthly and annual reports about social mobilisation activities under taken by the incumbent for submission to the National Project Manager.
- Carrying out any other special assignment given by Programme Manager within the field of his/her competence.

Qualifications and Experience:

- Graduation
- 1 - 2 years in participatory rural development

**COST-SHARING AGREEMENT
BETWEEN
UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE GOVERNMENT OF PUNJAB**

WHEREAS the United Nations Development Programme ("UNDP") and The Government of Punjab (GOPb) (hereinafter referred to as "the Donor") have agreed to co-operate in the implementation of a project "Punjab Community Development Project for the Rehabilitation of Waterlogged and Saline Land", of which this annex is a part.

WHEREAS the Donor has informed UNDP of its willingness to contribute funds ("the contribution") to UNDP on a cost-sharing basis towards implementation of the Project;

WHEREAS UNDP is prepared to receive and administer the contribution for the implementation of the Project;

WHEREAS the Government of Pakistan has been duly informed of the contribution of the Donor to the Project;

WHEREAS UNDP shall designate reputable national institutions to implement the project;

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

Article I

1. The Donor shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP a contribution in the amount of Rs. 530.366 million.
2. The Donor shall, in accordance with the schedule of payments set out below, deposit the contribution in Resident Representative Account No. 08-7316348-01 with the Standard Chartered Grindlays Bank, Islamabad, Pakistan.

<u>Date payment due</u>	<u>Amount (Pak Rs.)</u>
July 2004	100 million
October 2005	100 million
October 2006	230.366 million
October 2007	100 million

The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery. UNDP will charge 3% as General Management Services charge on the contributions received from the donor.

3. All financial accounts and statements shall be expressed in United States dollars at the prevailing UN Exchange rates.
4. UNDP may agree to accept payments in a currency other than United States dollars / Pak. Rs. provided such currency is fully convertible or readily usable by UNDP and subject to the provisions of paragraph 5 below. Any change in the currency of payments shall be made only in agreement with UNDP.

5. The value of the payment, if made in other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project may be reduced, suspended or terminated by UNDP.

Article II

1. The contribution shall be utilized by UNDP for the purpose of meeting the costs of the Project as set out in the Project Document as well as the costs of support services relating thereto as specified in the following paragraph. Any additional costs of the Project which are not to be met from the contribution, as well as the source of their financing, are also set out in the Project Document.

2. Contributions will be charged, in accordance with decisions and directives of the UNDP Executive Board, for reimbursement of support services provided by the executing agency, the UNDP country office, and for any other support services required.

3. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

Article III

1. The contribution shall be administered by UNDP in accordance with UNDP regulations, rules and directives, applying its normal procedures for the management of its projects.

2. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the executing agency.

Article IV

1. The implementation of the responsibilities of UNDP and of the executing agency pursuant to this Agreement and the project document shall be dependent on receipt by UNDP of the contribution in accordance with the schedule of payment as set out in Article I, paragraph 2 above.

2. The aggregate of the amounts budgeted for the Project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the Project under this Agreement as well as funds which may be available to the Project for project costs and for support costs under other sources of financing.

3. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavors to obtain the additional funds required.

4. If the payment referred to in Article I, paragraph 2 above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 3 above is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

Article V

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VI

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Article VII

UNDP shall provide the Donor on request with a final report within six months after the date of completion or termination of the Project. The final report will be prepared in accordance with UNDP accounting and reporting procedures. The Donor may visit the project to view its implementation and obtain any relevant information.

Article VIII

1. The Donor may mention the contribution in its internal reporting and in press releases to the public but shall not make reference to the contribution or to UNDP in any manner in its advertising of its products or services or of the company in general. All materials, except for internal documents of the Donor, mentioning the contribution, the project or UNDP shall be subject to approval by UNDP. Such approval is not to be unreasonably withheld or delayed. The Donor recognizes that the name or any abbreviation of the name of UNDP may not be used in any manner whatsoever that conveys or suggests direct or indirect UNDP endorsement or support of the Donor or of its products or services.
2. Except for the manner referred to in paragraph 1 above, the Donor shall not in any manner whatsoever use the name, or any abbreviation of the name of UNDP, in connection with its business or otherwise.
3. The Donor shall not in any way whatsoever make use of the UNDP logo in connection with its business or otherwise.
4. UNDP will report on the contribution reporting to its Executive Board in accordance with its regular procedures regarding contributions from private donors. UNDP will endeavour to give due recognition of the contribution in other documentation as appropriate but the manner of such recognition shall be determined at the sole discretion of UNDP.

Article IX

UNDP shall notify the Donor when all activities relating to the Project have been completed.

Article X

1. Notwithstanding the completion of the Project, UNDP shall continue to hold unutilized payments until all commitments and liabilities incurred in implementation of the Project have been satisfied and Project activities brought to an orderly conclusion.
2. If the unutilized payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
3. Any payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article XI

1. After consultations have taken place between the Donor, UNDP and the recipient Government, and provided that the payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by UNDP or by the Donor. The Agreement shall cease to be in force thirty days after either of the Parties gives notice in writing to the other Party of its decision to terminate the Agreement.

2. If the unutilized payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.

3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized payments until all commitments and liabilities incurred in implementation of the Project have been satisfied and Project activities brought to an orderly conclusion.

4. Any payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

Article XII

1. The parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this agreement or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with United Nations Commission International Trade Law Conciliation Rules then obtaining, or according to such procedure as may be agreed between the parties.

2. Any dispute, controversy or claim between the Parties arising out of or relating to this agreement or the breach, termination or invalidity thereof, unless settled amicably under the preceding paragraph within sixty (60) days after receipt by one Party of the other Party's request for such amicable settlement, shall be referred by either party to arbitration in accordance with the United Nations Commission International Trade Law Arbitration Rules then obtaining. Either party may, at its option, request the American Arbitration Association to provide administrative services for such arbitration and/or serve as the Appointing Authority under the Rules, in which case the American Arbitration Association shall be deemed to have been so designated. The arbitral tribunal shall have not authority to award punitive damages. The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

Article XIII

This Agreement shall enter into force upon signature and deposit by the Donor of the first payment to be made in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in two copies.

For the Government of Punjab

For the United Nations Development Program

Name: _____

Name: _____

Title:

Title:

Date:

Date:

Countersigned
For the Government of Pakistan

Name / Title: _____
Economic Affairs Division

Annexure-6 Map of Balochistan

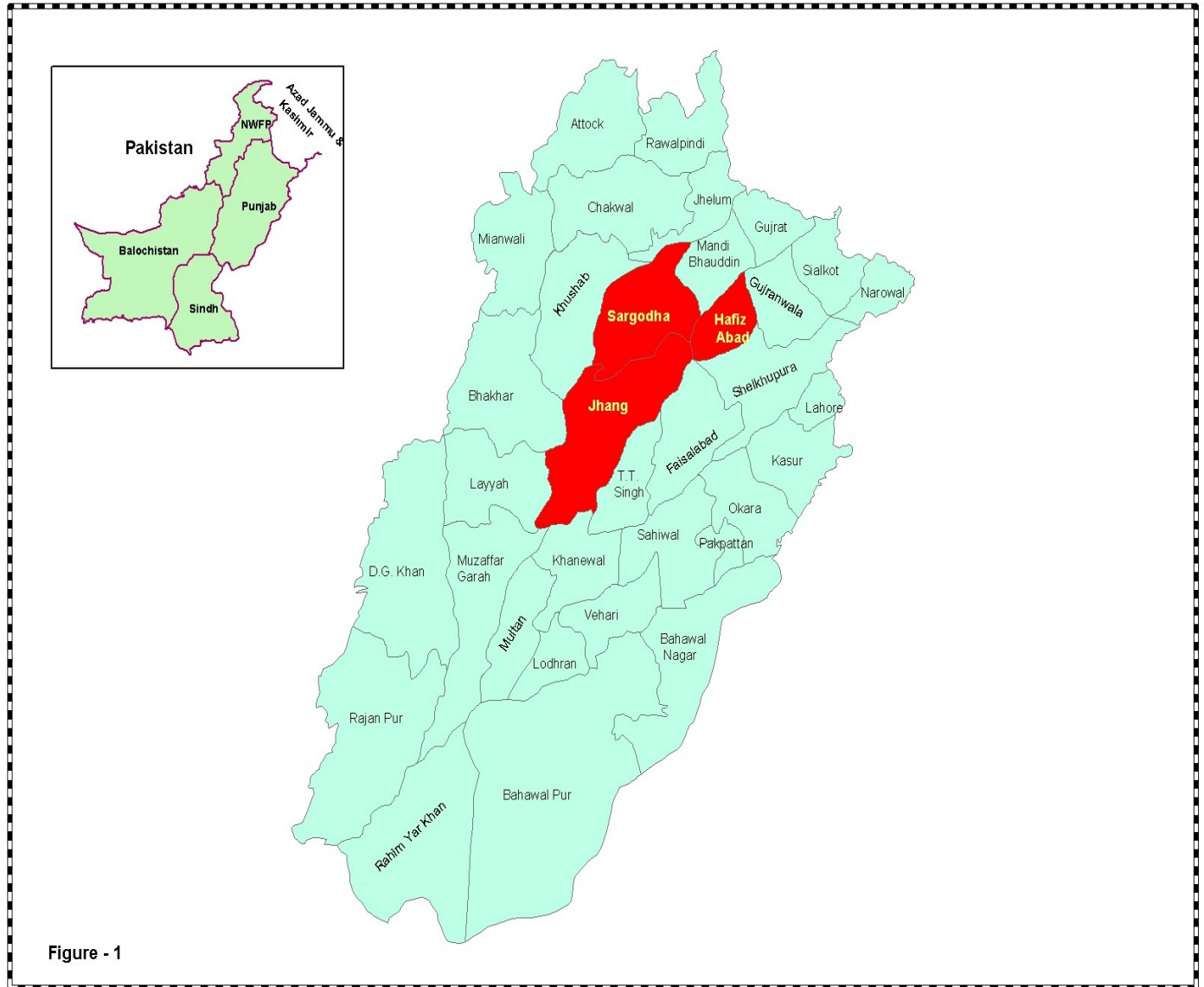


Figure - 1

