



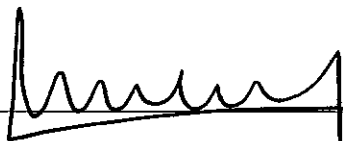
Project Document

National Human Development Report (NHDR)

Human Security in Pakistan

Ratified by Economic Affairs Division

(Signature)


(MUHAMMAD ASIF)
Joint Secretary (UN/China)
Economic Affairs Division
Government of Pakistan
Islamabad

31-03-2009
(Date)



Mahbub ul Haq
Human Development Centre

Project Title Pakistan National Human Development Report ~~2008-2009~~ titled "Human Security in Pakistan"

UNDAF Outcome(s): UNDAF Outcome # PA/A-2/I.1: Improved capacity to formulate and implement pro-poor policies
Programme Component: Poverty Alleviation/Institutional Capacity Building

Expected CP Outcome(s): Outcome 1: Reduction of human and income poverty addressed as a major concern of macroeconomic policies; improved national capacity to monitor poverty and inequality
(extracted from the CPAP 2004-2008)

Expected Output(s): Output 1.3: Outcome Monitoring and national MDG campaign putting Pakistan on track
(extracted from the CPAP 2004-2008)

Implementing Partner: Mahbub-ul Haq Human Development Centre (MHHDC)

Responsible Parties: United Nations Development Programme Pakistan, NGO's, research institutes

The current situation in Pakistan calls for an in-dept analysis and detailed assessment of factors underlying human security. There is urgent need to raise awareness on human security issues at the policy level, and to build an institutional framework that will allow cross sectoral reforms. The National Human Development Report (NHDR) report will contain a comprehensive facts-based analysis of the government's institutional capacity and policy commitments to tackle human security. The empirics in the report will also provide a guiding framework to strengthen the institutions to effectively deal with human security and formulation of a holistic policy towards human security. One of the main objectives of the NHDR is to create awareness and to generate public policy actions involving vital issues of human development. These will also help consolidate the country's statistical and analytical capacity which would serve as an important tool for analysing the achievement of the MDGs. While encouraging adoption of public policies through open dialogue processes on national priorities, the report findings will underline the need to institute a nationally owned framework for human security. The NHDR of UNDP Pakistan with a theme anchored on the principles of human security will offer an ideal fillip to advocate for an increased understanding on the sustainable application of the Human Security approach at the national and/or regional level and especially amongst the youth in the country. The analysis and insights of NHDR will offer practical ways to build the ownership of the government regarding human security and promote multi-sectoral and inter-agency collaboration, paying particular attention to the special needs and vulnerabilities of women, and other marginalized groups.

Programme Period: 2004-2008 (extended up to 2010)
Key Result Area (Strategic Plan):
"Promoting and supporting the UN's work in poverty reduction within the context of the MDGs."

Atlas Award ID: _____
Start date: 01 April 2009
End Date: 31 March 2011

PAC Meeting Date: _____
Management Arrangements: National

AWP budget: USD 110,000

Total resources required: USD 110,000
Total allocated resources: USD 110,000

- Regular: USD 55,000
- Other:
 - Donor (UNTFHS): USD 55,000
 - Donor: _____
 - Donor: _____
 - Government: _____

Unfunded budget: _____

Agreed by (Implementing Partner):

Agreed by UNDP:

1. INTRODUCTION

Human security is defined as the protection of "the vital core of all human lives in ways that enhance human freedoms and human fulfillment. Human security means protecting fundamental freedoms – freedoms that are the essence of life. It means protecting people from critical (severe) and pervasive (widespread) threats and situations. It means using processes that build on people's strengths and aspirations. It means creating political, social, environmental, economic, military and cultural systems that together give people the building blocks of survival, livelihood and dignity".¹

Human security is far more than the absence of violent conflict. It encompasses human rights, good governance and access to economic opportunity, education and health care. It is a concept that comprehensively addresses both "freedom from fear" and "freedom from want".²

Human security adds an important dimension to development thinking. "It not only emphasizes the importance of human development and its goal of "growth with equity," but it also focuses on downside risks and the need for people to be protected when faced with sudden and profound reversals in their economic and social life. As such, human security promotes policies that not only empower individuals to benefit from economic growth and development but also protects them in times of insecurity and crisis."³ NHDR focusing on human security will be a report that catalyses change in human security based planning, policy-making and resource allocation process in Pakistan. As a result of producing a report with solid recommendations, the national institutions will be encouraged through policy dialogues to strengthen national capacities, promote awareness and introduce legislation that would advance the cause of human security in the society.

The report would emerge from a participative and consultative process representing a vital tool in the promotion of public policies and dialogue. It is worth noting that as of the publication in 1990 of the first global Human Development Report, and in view of its reputation and credibility among policy makers, the UNDP offices in the various countries started to publish National Human Development Reports that help promote, discuss and propose policy alternatives aimed at human development.

2. OBJECTIVES

The objectives of the NHDR process with a focus on human security are:

- to carry out national assessment of factors undercutting or contributing to human security. The report will contain a comprehensive facts-based analysis of the government's institutional capacity and policy commitments to tackle human security. The research will build on the earlier HDR South Asia produced by the Mahbub-ul Haq Human Development Centre on the theme of human security in 2005.
- to help institute a nationally owned framework for human security by involving partners and all stakeholders. The analysis and insights of NHDR will offer practical ways to build the ownership of the government and other stakeholders including civil society groups. It will promote multi-sectoral and inter-agency collaboration, paying particular attention to the special needs and vulnerabilities of women, and other marginalized groups.
- to provide recommendations which will facilitate capacity building of the institutions in dealing with human security, so as to help them adopt a holistic policy towards human security.
- to create awareness in all sectors by communicating the findings of the reports effectively to all stakeholders including policy makers, academia, civil society, students media and the general public.
- to support advocacy and policy debates so as to generate public policy actions involving vital issues of human security. These reports are not simple documents; they are a vital tool to encourage public policies and help open dialogue processes on national priorities.

3. SITUATION ANALYSIS

Pakistan is faced with multidimensional crisis underpinned by ongoing conflict in tribal areas with urban and rural centres caught up by challenges of poverty. The state of education, health and environment continues to remain dismal with illiteracy, backwardness and underdevelopment further undercutting effective

¹ Full Proposal Guideline, Commission on Human Security

² Report of the Commission on Human Security, 2003

³ Ibid.

utilization of national resources. Over and above, a whole range of new development challenges such as climate change, income inequality and globalization have compounded different dimensions of a challenge to human security.

With its unique location in a conflict prone and highly dense populated region as well as a pilot country of One UN reform initiative, Pakistan stands an ideal opportunity to initiate the process of launching a regular publication of NHDR with focus on data on human security. The data and content of the report would also assist government, UN agencies and other national and international actors to formulate projects that address the multi-sectoral demands of human security under One UN reform process which is being piloted in Pakistan.

The government has recognized critical elements of human security in its Poverty Reduction Strategy Papers (PRSP) as a central theme of its policy towards poverty alleviation programmes. In addition, there are national institutions in the government as well as in the private sector committed to promote human security. However there is still need for more robust and wide ranging discourse around human security especially involving policy makers. More awareness amongst masses and more understanding and action on the part of civil society and public decisions makers is required to make human security as central policy priority. As such, there is urgent need to develop and implement an all encompassing framework for human security which will also capture the capacity of the national institutions (both government and non-government) at the national, provincial and local levels requirement to be strengthened in formulating and responding to challenges of human security.

4. STRATEGY

Given the current situation faced by Pakistan in terms of internal and external conflicts, violence and terrorism in addition to the widespread deprivation in terms of income, employment, health and education, the Report on Human Security in Pakistan aims to shed light on various facets of human insecurity in Pakistan and propose concrete solutions to address them. In particular, the Report aims to investigate the extent to which terrorism and violence in Pakistan is linked to the socio-economic and political injustices.

The **goal** is to improve the status of human security in Pakistan by providing concrete and sustainable benefits to people and communities threatened in their survival, livelihood and integrity. The ultimate **objective** is to guide the policy makers in Pakistan to adopt a nationally owned and a comprehensive framework for human security in order to address the multiple deprivations that the people of Pakistan are facing especially the vulnerable groups such as the refugees, internally displaced persons, economic migrants, women exposed to physical violence etc. The direct target beneficiaries of this report will be policy makers, civil society, academia, international development agencies and UN agencies that will be better aware of the issues that pertain to human security and how we must address them. Through better policy formulation and improvement in existing policies and regulatory frameworks, the indirect and final beneficiaries will be the people of Pakistan including women, children and other marginalized groups. This will be a project which will portray the information and data on "human security" nationally.

The process will involve several stages. In the first stage, there will be two advisory boards namely International Advisory Board and National Advisory Group and National Peer Reviewers Panel. (TORs for International and National Advisory Board and National Peer Reviewers Panel are attached as Annex V & VI). The members of the national peer review panel will be drawn from the institutes that are engaged in research, advocacy and action in the selected theme of human security. The members of International advisory board will consist of human security experts such as Richard Jolly, Sakiko Fukuda-Parr, Frances Stewart, Shahrbano Tadjbaksh and Richard Ponzio. These advisory boards/peer review group will be engaged in the development and refinement of the concept note as well as in reviewing, refining and the final approval of chapters of the NHDR. Members of review panel will be engaged for soliciting free-of-cost technical services.

In the second stage, the national and international consultants will be hired to write background research papers according to their area of expertise. The national consultants will be drawn from a set of government and civil society organizations that are engaged in research, advocacy and public action in various areas of human security. The Government organizations will include Planning Commission, Pakistan Institute of Development Economics (PIDE), and relevant ministries (such as those for education, health and women). The civil society organizations will include Human Rights Commission of Pakistan, Heartfile (An NGO involved in research and advocacy for public health related issues), Aurat Foundation (NGO working in the area of women empowerment), Society for the Protection of the Rights of the Child (SPARC), National Rural

Support Programme (NRSP) and Sustainable Development Policy Institute (SDPI). Primary and secondary data at national, provincial and district level will be collected and provided to the team of researchers/consultants. Primary data must be reliable and credible data and Project should be careful about using public sector data. The Project coordinator will review the background research papers, reconcile the evidence and will write the first draft of the chapters that will be shared by the members of the advisory board to get their comments for further refinement. In the next stage, these comments will be incorporated into the final chapters and a draft of the complete manuscript will be prepared and submitted to the Publishers. A gap analysis is required regarding what has already been researched on the issue of human security in Pakistan and which type of data is required for the HDR. The focus of the report should be on "conflict and human security". While this will be the common thread during the report, the other factors related to governance, education and gender will be looked at as contributing factors. The cases studies need to be included which will test the hypothesis and will compare two similar scenarios with and without conflict.

The findings and the recommendations of the Report will be disseminated widely across academicians, researchers, international development practitioners, policy makers, civil society activists, human rights groups and the general public. The key components of the dissemination and advocacy strategy will include

- Launch of the Report with invitees from all walks of life.
- Distribution of Reports free of cost to national, regional and international organizations.
- Seminars, conferences and other discussion forums.
- Dissemination through newspaper articles.

In addition, the Mahbub ul Haq Human Development Centre is part of several national advisory committees and task forces. Recently, the President of the Centre, Ms. Khadija Haq has been selected by the Government as an advisory member of the Planning Commission. The Centre will make use of these forums to influence and bring about a positive change in policy making; planning and implementation; resource allocation; and legislation so as to improve the overall situation of human security in Pakistan. The research team will comprise of technical working experts comprising of representatives from Government and Non Government organisations and UN agencies experts from the cross cutting theme of human rights, gender, refugees etc.

The Report will present evidence on the current state and trends in the manifestations and causes of human insecurity in Pakistan and investigate further their root causes by implementing the protection and empowerment framework by comprehensively including both the top down protection and bottom up empowerment measures. The manifestations of human insecurity that this report will look at in Pakistan include insecurity in terms of employment and income; food and nutrition; health; education; environment as well as insecurity arising from terrorism, violence and state aggression. The interdependence and interrelationships between these various forms of human insecurities will also be investigated so as to provide a comprehensive and a holistic framework to guide policy makers.⁴

Some key areas of the report have been defined which may be further firmed up in consultation with partners such as government, NGOs, academia, target beneficiaries, UN organisations etc⁵. These include;

- (1) **Conflicts and human security:** This area of the report will present a case study of Swat and FATA areas n estimate of the human cost of conflict going on in Tribal areas and the North West Frontier Province of Pakistan in terms of lives and livelihoods lost; migration and displacement; disruption in public services such as health and education etc. For example, one of the root causes may be the sense of despair amongst the youth arising out of rampant poverty and the lack of opportunities. This aspect will include looking into the fall out of regional conflict along with set of recommendations to improve the situation.
- (2) **Economic Security: a. Poverty and vulnerability;** recently economic security has become a burning issue amongst the majority of the people of Pakistan throwing them into the poverty trap even further. The report would view where Pakistan is in relation to the MDGs and will also analyse the increasing number of Pakistani's exposed to serious risks against shocks arising from high inflation particularly rise in food and fuel prices

⁵ Report preparation process will be guided by UNDP Results Based Management (RMG) guidelines to ensure compliance with corporate requirements

and medical expenditures. The sources of poverty and vulnerability will be explored as well as the identification of the vulnerable population in terms of their residence, occupation and gender. The report will also analyse and integrate the international dimensions such as globalization and financial crisis that will have growing impact on the human security situation in Pakistan. **b. Employment security:** Under this chapter the vulnerability of those employed in the large informal sector in Pakistan will be analysed. The factors responsible for the increasing threat of unemployment for those with university /college education will be discussed. **c. Food security:** It will assess the availability, access and distribution mechanisms of food in Pakistan. The spiralling food & fuel prices have endangered the survival of the poor segment of the society.

- (3) **Education Security: Low enrolment ratios** at primary & secondary levels; this problem is exacerbated by **high drop-out ratios**, dichotomous/parallel education systems prevalent in the country resulting in socio-economic disparities with alarming side-effects. Lack of professional education coupled with its low-quality also needs to be explored as it results in an un-competitive and low-quality workforce, adversely affecting nation's productivity.
- (4) **Health Security:** In the absence of health insurance and other social security arrangements in Pakistan, one of the major sources of vulnerability, particularly for low income households is the income shock resulting from medical expenditures. This is not surprising given the fact that 98 percent of the total health expenditure in Pakistan is out of pocket expenditure. Public spending on health remains dismal and as percentage of GDP, it has remained between 0.4-0.8 percent over the past ten years. This chapter will analyze the state of health security in Pakistan and its progress particularly from the point of view of health related MDG goals. It will also evaluate the efficiency, equity and management aspects of the public healthcare system in Pakistan and how it can provide the much needed health security which the profit-oriented private health sector cannot.
- (5) **Human security of vulnerable groups:** Women and children bear the brunt of insecurity in Pakistan. Although the country has been moderately successful in closing gender gaps in education, health and political participation, yet the patriarchal structure of the society ensures that women are always vulnerable to violence perpetrated by the household and community. Children in Pakistan continue to suffer from educational insecurity and the threat of preventable diseases. They are also rendered insecure by their engagement in the worst forms of child labour. This chapter will analyse the state of human security of vulnerable groups and will also highlight the substantial variations in the human security levels across different sectors and regions within Pakistan. For instance, the very human survival is at risk for the inhabitants of certain districts of NWFP and the tribal areas of the country. The report will also explore the legal empowerment dimensions of the human security.
- (6) **Governance and human security:** In the final analysis, the various facets of human insecurity in Pakistan are the symptoms of a deeper institutional malaise. The chapter will provide a survey of issues surrounding the institutional crisis in the country with reference to the political, economic and civic aspects of weak governance.
- (7) **Environmental security:** This chapter will provide a comprehensive analysis of acute environmental problems breeding environmental insecurity in Pakistan. These include water scarcity and water pollution; consistently high air pollution levels; shrinking forests; and increasing impact of natural and man-made disasters. This chapter will also analyse the state of energy security in Pakistan.

The analysis of the report will be based on the following HS principles in order to make the report a useful policy reference document to promote human security in Pakistan:

- people-centered
- comprehensive
- inter-sectoral
- context specific
- preventive

HS Principle	HS Approach	Sample of Tools
Principle I: People-centred	<ul style="list-style-type: none"> ➤ Informed by the perspectives of the individuals/communities, civil society ➤ Addresses empowerment as both a 	<ul style="list-style-type: none"> ➤ Participatory approaches ➤ Needs/Vulnerability analysis ➤ Capacity and asset analysis

	<ul style="list-style-type: none"> ▶ strategy and an outcome, ▶ Inclusive and participatory ▶ Evaluates impacts against the subjects of policies/programs/projects. 	<ul style="list-style-type: none"> ▶ Capacity building ▶ Stakeholder analysis ▶ HS Impact Assessment
Principle 2: Comprehensive	<ul style="list-style-type: none"> ▶ Holistic analysis: 7 components of HS ▶ Threats, vulnerabilities, capacities ▶ Analysis of actors (expanded to include local, national, regional and global of all related sectors) 	<ul style="list-style-type: none"> ▶ Mapping ▶ Stakeholder analysis ▶ Institutional analysis ▶ Logframe analysis ▶ Scenarios
Principle 3: Inter-sectoral	<ul style="list-style-type: none"> ▶ Addresses intersectorality ▶ Assesses positive and negative externalities ▶ Develops multi-sectoral solutions 	<ul style="list-style-type: none"> ▶ Intersectorality framework ▶ Externalities framework ▶ Multi-agency planning
Principle 4 : Context-specific	<ul style="list-style-type: none"> ▶ Takes context as the starting point ▶ Requires in-depth analysis of targeted situations ▶ Takes into account local, national, regional and global dimensions/factors 	<ul style="list-style-type: none"> ▶ Mapping ▶ Needs/Vulnerability analysis ▶ Capacity and asset analysis ▶ Trend analysis
Principle 5 : Prevention-focused	<ul style="list-style-type: none"> ▶ Identifies risks, threats and hazards ▶ Addresses root causes ▶ Focuses on preventative responses 	<ul style="list-style-type: none"> ▶ Risk analysis ▶ Trend analysis ▶ Early warning mechanisms ▶ Monitoring, reporting, and communication measures.

5. ANNUAL WORK PLAN
Year: April 2009 and April 2011

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions		TIMEFRAME								RESPONSIBLE PARTY	PLANNED BUDGET		
			Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8		Funding Source	Budget Description	Amount (USD \$)
			X	X	X	X	X	X	X	X				
<p>Output 1: National Human Development Report on the theme of Human Security in Pakistan prepared</p> <p>Baseline: A national human development report was prepared in 2003 on poverty and a South Asian Human Development report on Human Security in 2005.</p> <p>Indicators: National HDR developed</p> <p>Targets: One national HDR prepared in consultation with stakeholders prepared.</p>	<p>1. Orientation of NHDR and UNDP staff to the project activities.</p> <p>2. Based on inputs in the work plan suggest a communication and advocacy plan and resource mobilisation framework which can be developed over the life of the project</p> <p>3. Meetings convened of the project board advisory boards and peer review groups.</p> <p>4. A research committee/peer review formed to lead and review</p>	X	X	X	X	X	X	X	X	X	Mahbub ul Haq Human Development Centre. Sub contract research firms	Salaries of research staff and authors; and consultation fee for national and international consultants.	National consultants: 25,000 International consultant: 5,000 Research: 15,000 Consultative events: 5000 Design lay out, formatting, printing: 5800 Total: 60,000 (administrative cost included 4200)	

Related CP outcome:
Reduction of human and income poverty addressed as a major concern of macroeconomic policies; improved national capacity to monitor poverty and inequality

5. secondary data collected to enrich the analysis of information of the NHDR. (activity result)

- Hiring of a pool of national and international experts and nomination of UNDP staff that can provide expert inputs into specific chapters of the NHDR. (Action)
- Consultative events held with national experts, policy makers, academia, UN agencies to discuss Human Security theme, outlines, data, chapter drafts etc and two national committees formed to steer the NHDR process research process. Collection and review of related literature of South Asia and Pakistan (Action).
- Secondary data collection and analysis completed.(Action)
- Primary data collection completed by undertaking quantitative and qualitative surveys by subcontracting firms.(action)
- Consultative events held with national experts, policy makers, academia, UN agencies to discuss Human Security theme, outlines, data, chapter drafts etc and two national committees formed to steer the NHDR process research process.

Preparation of complete manuscript of the NHDR including the chapters for the report, background tables, statistical notes and bibliography. (activity)

-Editing and Proof reading and validation of data. (activity)

X

X

X

X

X

X

X

X

<p>Output 2: Follow up and outreach campaign: National Human Development Report published, disseminated and used by the X number of stakeholders</p>	<p>Partnership, Communication and advocacy strategy developed that will allow awareness of core issues on human security (pre and post launch) regular dissemination and follow up of the report. (activity result)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>Baseline: A national human development report was prepared in 2003 on poverty and a South Asian Human Development report on Human Security in 2005.</p>	<p>-Organisation of the National Human Development report round tables on human development concepts and human development index in close consultation with state and non state institutional actors. (activity)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>Indicators: 1. The report is available on the website 2. The policy makers make some changes in their policy and procedures in light of the findings of the NHDR.</p>	<p>Design, layout, formatting, printing costs for multiple languages.</p>	<p>Sub- contract to printing or advertising firms</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>Targets: 1. The NHDR report is disseminated and receives attention of the media and the policy makers. 2. X number of stakeholders confirmed receipt of NHDR</p>	<p>consultants: 15,000 Consultative and capacity building events: 30000 Design lay out, formatting, printing: 1500 Total: 50,000 (including administrative cost of 3500)</p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>
<p>Related CP outcome: Reduction of human and income poverty addressed as a major concern of macroeconomic policies; improved national capacity to monitor poverty and inequality</p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>

	<p>- Wide dissemination of the reports amongst decision makers and practitioners across government, business and civil society through targeted stakeholders across the table meetings. (activity)</p> <p>- Printing of appropriate summary documents for academia (specifically targeting the youth (activity)</p> <p>- Development of key messages and advocacy materials and open-editorials on Human security including website content (pre and post launch) (activity)</p> <p>- Promotion of the Human Development concept into national policies and practices including application of the HDI concept.(activity) Hold events, presentations and conferences at national and sectoral level as well as arranging debates and dialogues through forums, Radios and TV & Press conferences.(activity)</p>																		
TOTAL																			110,000

I. MANAGEMENT ARRANGEMENTS

Since the past ten years, Mahbub-ul Haq Human Development centre (<http://www.mhhdc.org/>) has been producing Human Development reports in South Asia. They have now shown their interest in producing a national human development report on the subject of "Human Security". The capacity assessment of the organisation clearly shows that the NGO has a comparative advantage to carry out this project since it is the only institute in Pakistan that has produced a Regional Human Development Reports in South Asia. It has a strong network of researchers both national and international who have earlier worked on their South Asia Human Development Report on "Human Security". It has also successfully launched its ten years of Human Development report in South Asia in 2008 in Pakistan nationally and internationally. It is recognised internationally to be a credible institute with the required expertise. This institute was established by the late Mahbub-ul-Haq and has been running successfully to date.

Mahbub-ul-Haq Human Development Centre (MHHDC) for the first time will venture into producing a national Human Development Report and plans to produce provincial and district level reports in the future. UNDP Regional Centre has been supporting their efforts for the publication of the South Asian Human Development report. For this project, MHHDC will be the **NGO implementing partner/Executive** and due to its successful partner ship with UNDP for the past several years, all NGO rules and regulations will apply for the implementation of the project. (The division of labour and specific roles related to key focus areas in the process of producing NHDR have been explained at Annex IV)

The **Project Manager** will be appointed by the Centre along with the support staff and three teams which will look after the following components; research, communication and support to the steering committees. The staff for the **research, support and the communication team** will be hired from the funding for the institute and these personnel will be hired by the organisation once the project ends. MHHDC will be responsible as an executive for the implementation of the project and will be held responsible for its annual audit which will be carried out at the end of the project.

UNDP along with UNFTHS will be the **funding agency/ supplier** for this project. The **beneficiaries (senior beneficiary)** of this project will be policy makers, academia and the youth of Pakistan.

The **Project Assurance role will be carried out by Strategic Management Unit, UNDP** and UNDP Staff experts from the Development Division, UNDP will be engaged to provide expert advice on the relevant chapters. UNDP/UN staff members will also be invited for meetings of the research committee and the steering mechanisms. UNDP in its role as an administrative agent for the joint programmes will ensure linkages with all UN agencies. It will be instrumental in ensuring that all UN agencies take this initiative forward collectively and share all data available through their independent resources e.g. social audits, multiple indicator cluster survey and Labour force survey.

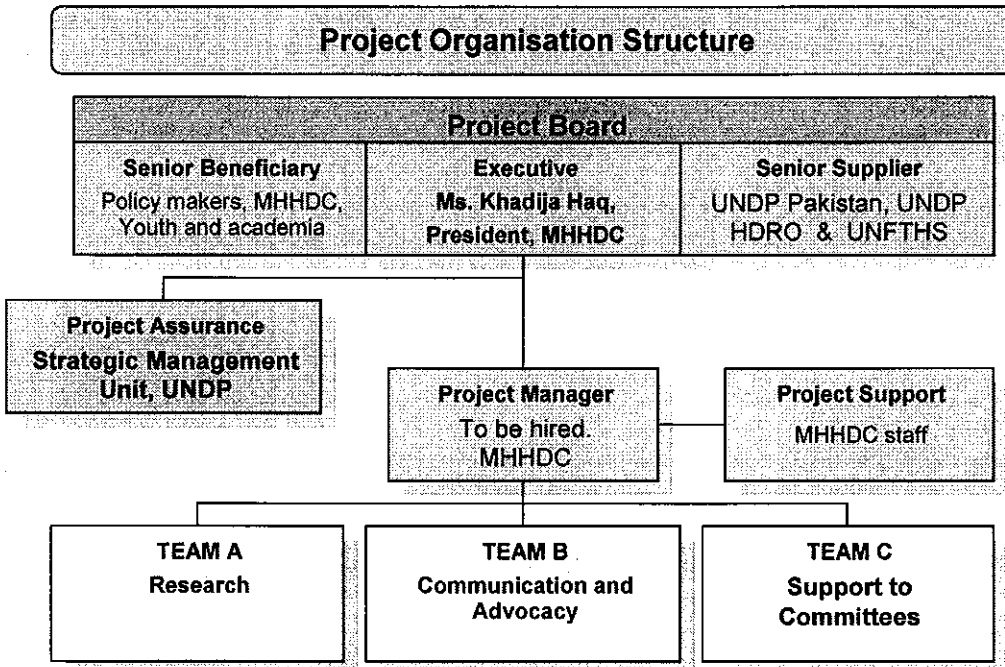
UNDP ISS charges of 3% will be charged as per the agreement with the implementing partner. Agreement with the organisation will take place regarding the use of logos and intellectual property rights. UNDP in its national implementation would prefer that the organisation uses its own logos etc with an acknowledgment of funding of UNDP. There is no restriction of UNDP logo at every event that is held. The HACT capacity assessment of this organisation has not taken place since the exercise of HACT is on hold in the Country Office. Although HACT exercise of various NGOS was carried out earlier in 2007, however since MHHDC was not our partner they were not evaluated in accordance with the HACT guidelines. If required, this exercise maybe carried out.

The projects sustainability will be ensured since it has been institutionalised in an institute which has been working on South Asian reports. They will drive this initiative and the approach adopted will be participatory and inclusive. All efforts will be made to support and deepen broad national ownership through the development of a resource mobilization, partnership and communication strategy.

The project board headed by the Executive will be responsible for steering this project. Meetings will take place twice a year. The members of the project board will comprise of the following: project beneficiaries, supplier, project Manager, project assurance and a representative of research, communication and support team.

There will also be a need for a national advisory board (Annexure V) and the peer review groups (Annexure VI). Once the draft report is nearing its final stages, then a separate group(s) of national peer

reviewers could be organized. It is important that these peer reviewers (at least three) have not been involved in the earlier preparation process so that they can offer a fresh eye to the Report. EAD and religious scholars should be included in the composition of the board/peer review groups.



II. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

Each activity result of the AWP is given below alongside information on monitoring actions based on quality criteria.

OUTPUT 1: The preparation of National Human Development Report on the theme of Human Security in Pakistan.		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID: Research: A research committee formed to review secondary data collected to enrich the analysis of information of the NHDR.</i>	Start Date: 01 April, 2009 End Date: 31 March, 2011
Purpose	<i>What is the purpose of the activity? To bring together a pool of experts that can provide inputs in preparing a report which covers the topic of human security.</i>	
Description	Consultative events held with national experts, policy makers, academia, UN agencies to discuss Human Security theme, outlines, data, chapter drafts etc and two national committees formed to steer the NHDR process research process.(action) Collection and review of related literature of South Asia and Pakistan (Action).Secondary data collection and analysis completed. (Action) Hiring of a pool of national and international experts and UNDP staff that can provide expert inputs into specific chapters of the NHDR. (Action)	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Feedback received from stakeholders including validation that would facilitate selection of chapters and substantive feedback.	Workshop reports.	July, 2009, October, 2009
Data collected (primary and secondary) is a reliable source of information for the NHDR process.	Feedback on the data through consultations/validation.	October, 2009
Commitment of the staff both national and international throughout the life of the project.	Staff continues its tenure through out the life of the project.	Throughout the life of the project.

OUTPUT 2: Publication of National Human Development Report and its dissemination influences policy makers and academia adopts NHDR as part of its curriculum.		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID: Communication: Communication and advocacy strategy developed that will allow sustainable dissemination and follow up of the report. (activity result)</i>	Start Date: 01 April 2009 End Date: 31 March, 2011
Purpose	<i>What is the purpose of the activity? To develop a communication and advocacy strategy which will facilitate the effective</i>	

	<i>dissemination of the NHDR to the target audience.</i>	
Description	<ul style="list-style-type: none"> - Wide dissemination of the reports amongst decision makers and practitioners across government, business and civil society. (activity) - Printing of appropriate summary documents for academia (specifically targeting the youth) and also policy makers. - Promotion of the Human Development concept into national policies and practices including application of the HDI concept. - Hold events, presentations and conferences at national and sectoral level as well 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Feedback received from stakeholders etc through press releases and discussions at various forums.	Workshop reports, press, TV and radio shows	April, 2010
Print and promotional material is attractive and easy to understand,	Feedback through focus group discussions from youth and policy makers.	April, 2010- October, 2010.
Events held on a timely basis promoting key messages and with high turn over.	TV spots and radio programmes	April, 2010 to October, 2010.

III. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

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

IV. Information on the Grant:

The UNDP Human Development Report Office, through the United Nations Trust Fund for Human Security (UNTFHS), has received funds from the Government of Japan to support a programme of Human Security Grants for up to five national Human Development Report teams taking up the theme of Human Security. The grants are administered in accordance with the United Nations Financial Regulations and Rules and other conditions detailed in the "Guidelines for Submitting Applications for National Human Development Report Human Security Grants".

ANNEXURES

• **Annex I: Risk Analysis - Risk Log Matrix**

Description	Category	Impact and Probability	Countermeasures /Management Response	Owner	Author	Date identified	Last Update	Status
1 To ensure national ownership and acceptance of proposed recommendations on human security therefore the content of the report needs to be captured in sensitive manner so that Government can own and act on it	Strategic	The arrival of new political government and the worsening law and order constraints in the country may impinge upon the purpose of publishing NHDR as the govt many not like the findings	Project implementation team must be sensitive in drafting and preparing the reporting keeping in view the sensitivity of the subject	Project Coordinator	Project Coordinator			
2 Collection of empirics and data availability may become problematic as the topic is relatively new and sensitive.	Organizational	Limited portrayal of facts and restricted analysis of the factors contributing to human security or vice versa	Needs for data requirements should be determined so that quality of the report must not be compromised	Project Manager	Project Manager			

Description	Category	Impact and Probability	Countermeasures /Management Response	Owner	Author	Date identified	Last Update	Status
3 Deteriorating security situation may hamper the normal work practices both for donor and agency responsible for implementation of the project	Security	Delays in the implementation of project activities	Sustained and rigorous watch out measures being taken by the government and UNDP/UNDSS	Project Coordinator	Project Coordinator			
4 US dollar exchange rate fluctuations	Financial	The increasing instability of the US dollar is impacting to some extent on US dollar-based Programme finances because of decreased buying power.	The Project budget will be rephrased in the short-term. In the long-term, a request will be made to top up project funds.	Project Coordinator	Project Coordinator			
5 Availability of technical/competent staff and their continuity	Organizational	Negative impact on deliverables	Ensuring continuity of project staff	Project Manager	Project Manager			

Description	Category	Impact and Probability	Countermeasures /Management Response	Owner	Author	Date identified	Last Update	Status
6 Implementations for the arrangements for the Project that involve up to three different reporting types/lines are relatively complex	Operational	The problem manifests itself principally as the project has to be set up in the ATLAS for reporting and monitoring purpose.	Strong and timely project assurance will be required to streamline the multiple processes	Project Manager	Project Manager			

PROJECT COOPERATION AGREEMENT
between
THE UNITED NATIONS DEVELOPMENT PROGRAMME
and
Mahbub-ul Haq Human Development Centre (MHHDC)

Whereas the United Nations Development Programme ("UNDP") and Mahbub-ul Haq Human Development Centre (MHHDC) ("the NGO") have, on the basis of their respective mandates, a common aim in the furtherance of sustainable human development;

Whereas UNDP has been entrusted by its donors with certain resources that can be allocated for programmes and projects, and is accountable to its donors and to its Executive Board for the proper management of these funds and can, in accordance with the UNDP Financial Regulations and Rules, make available such resources for cooperation in the form of a Project;

Whereas the NGO, its status being in accordance with national regulations, is committed to the principles of participatory sustainable human development and development cooperation, has demonstrated the capacity needed for the activities involved, in accordance with the UNDP requirements for management; is apolitical and not profit-making;

Whereas the NGO and UNDP agree that activities shall be undertaken without discrimination, direct or indirect, because of race, ethnicity, religion or creed, status of nationality or political belief, gender, handicapped status, or any other circumstances;

Now, therefore, on the basis of mutual trust and in the spirit of friendly cooperation, the NGO and UNDP have entered into the present Agreement.

Article I. Definitions

For the purpose of the present Agreement, the following definitions shall apply:

- (a) "Parties" shall mean the NGO and UNDP;
- (b) "UNDP" shall mean the United Nations Development Programme, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations;
- (c) "The NGO" shall mean Mahbub-ul Haq Human Development Centre (MHHDC), a non-governmental organization that was established in and incorporated under the laws of Pakistan, with the purpose of organizing professional research in the area of human development and promoting human development paradigm as a powerful tool for informing people-centered development policy.;
- (d) "The Agreement" or "the present Agreement" shall mean the present Project Cooperation Agreement, the Project Document (Annex), which incorporates the Project Objectives and Activities, Project Work Plan, Project Inputs being provided by UNDP resources, and Project Budget, and all other documents agreed upon between the Parties to be integral parts of the present Agreement;
- (e) "Project" shall mean the activities as described in the Project Document;
- (f) "Government" shall mean the Government of Pakistan, Economic Affairs Division;
- (g) "UNDP resident representative" shall mean the UNDP official in charge of the UNDP office in the country, or the person acting on his/her behalf;
- (h) "Project Director" shall mean the person appointed by the NGO, in consultation with UNDP and with the approval of the Government coordinating authority, who acts as the overall co-ordinator of the Project and assumes the primary responsibility for all aspects of it;
- (i) "Expenditure" shall mean the sum of disbursements made and valid outstanding obligations incurred in respect of goods and services rendered;
- (j) "To advance" shall mean a transfer of assets, including a payment of cash or a transfer of supplies, the accounting of which must be rendered by the NGO at a later date, as herein agreed upon between the Parties;

(k) "Income" shall mean the interest on the Project funds and all revenue derived from the use or sale of capital equipment, and from items purchased with funds provided by UNDP or from revenues generated from Project outputs;

(l) "*Force majeure*" shall mean acts of nature, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force;

(m) "Project Work Plan" shall mean a schedule of activities, with corresponding time frames and responsibilities, that is based upon the Project Document, deemed necessary to achieve Project results, prepared at the time of approval of the Project, and revised annually.

Article II. Objective and Scope of the Present Agreement

1. The present Agreement sets forth the general terms and conditions of the cooperation between the Parties in all aspects of achieving the Project Objectives, as set out in the Project Document (Annex of the present Agreement).

2. The Parties agree to join efforts and to maintain close working relationships, in order to achieve the Objectives of the Project.

Article III. Duration of Project Agreement

1. The term of the present Agreement shall commence on 01 April 2009 and terminate on 31 March 2011. The Project shall commence and be completed in accordance with the time frame or schedule set out in the Project Document.

2. Should it become evident to either Party during the implementation of the Project that an extension beyond the expiration date set out in paragraph 1, above, of the present Article, will be necessary to achieve the Objectives of the Project, that Party shall, without delay, inform the other Party, with a view to entering into consultations to agree on a new termination date. Upon agreement on a termination date, the Parties shall conclude an amendment to this effect, in accordance with Article XVII, below.

Article IV. General Responsibilities of the Parties

1. The Parties agree to carry out their respective responsibilities in accordance with the provisions of the present Agreement, and to undertake the Project in accordance with UNDP policies and procedures as set out in the UNDP Programming Manual, which forms an integral part of the present Agreement.

2. Each Party shall determine and communicate to the other Party the person (or unit) having the ultimate authority and responsibility for the Project on its behalf. The Project Director shall be appointed by the NGO, in consultation with UNDP and with the approval of the government coordinating authority.

3. The Parties shall keep each other informed of all activities pertaining to the Project and shall consult once every three months or as circumstances arise that may have a bearing on the status of either Party in the country or that may affect the achievement of the Objectives of the Project, with a view to reviewing the Work Plan and Budget of the Project.

4. The Parties shall cooperate with each other in obtaining any licenses and permits required by national laws, where appropriate and necessary for the achievement of the Objectives of the Project. The parties shall also cooperate in the preparation of any reports, statements or disclosures, which are required by national law.

5. The NGO may use the name and emblem of the United Nations or UNDP only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative in Pakistan.

6. The activities under the present Agreement are in support of the efforts of the Government, and therefore the NGO will communicate with the Government as necessary. The Project Director will be responsible for day-to-day contacts with the relevant national authorities and UNDP on operational matters during the implementation of the Project. The UNDP Resident Representative will act as the principal channel

for communicating with the Government coordinating authority regarding the activities under the Project Cooperation Agreement unless otherwise agreed with the Parties and the Government.

7. The UNDP Resident Representative will facilitate access to information, advisory services, technical and professional support available to UNDP and will assist the NGO to access the advisory services of other United Nations organizations, whenever necessary.

8. The Parties shall cooperate in any public relations or publicity exercises, when the UNDP Resident Representative deems these appropriate or useful.

Article V. Personnel Requirements

1. The NGO shall be fully responsible for all services performed by its personnel, agents, employees, or contractors (hereinafter referred to as "Personnel").

2. The NGO personnel shall not be considered in any respect as being the employees or agents of UNDP. The NGO shall ensure that all relevant national labour laws are observed.

3. UNDP does not accept any liability for claims arising out of the activities performed under the present Agreement, or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by NGO personnel as a result of their work pertaining to the project. It is understood that adequate medical and life insurance for NGO personnel, as well as insurance coverage for service-incurred illness, injury, disability or death, is the responsibility of the NGO.

4. The NGO shall ensure that its personnel meet the highest standards of qualification and technical and professional competence necessary for the achievement of the Objectives of the Project, and that decisions on employment related to the Project shall be free of discrimination on the basis of race, religion or creed, ethnicity or national origin, gender, handicapped status, or other similar factors. The NGO shall ensure that all personnel are free from any conflicts of interest relative to the Project Activities.

Article VI. Terms and Obligations of Personnel

The NGO undertakes to be bound by the terms and obligations specified below, and shall accordingly ensure that the personnel performing project-related activities under the present Agreement comply with these obligations:

(a) The personnel shall be under the direct charge of the NGO, which functions under the general guidance of UNDP and the Government;

(b) Further to subparagraph (a) above, they shall not seek nor accept instructions regarding the activities under the present Agreement from any Government other than the Government of *[name of programme country]* or other authority external to UNDP;

(c) They shall refrain from any conduct that would adversely reflect on the United Nations and shall not engage in any activity which is incompatible with the aims and objectives of the United Nations or the mandate of UNDP;

(d) Subject to the requirements outlined in the document "UNDP public information disclosure policy", information that is considered confidential shall not be used without the authorisation of UNDP. In any event, such information shall not be used for individual profit. The Project Director may communicate with the media regarding the methods and scientific procedures used by the NGO; however, UNDP clearance is required for the use of the name UNDP in conjunction with Project Activities in accordance with Article IV, paragraph 5, above. This obligation shall not lapse upon termination of the present Agreement unless otherwise agreed between the Parties.

Article VII. Supplies, Vehicles and Procurement

1. UNDP shall contribute to the Project the resources indicated in the Budget section of the Project Document.
2. Equipment, non-expendable materials, or other property furnished or financed by UNDP shall remain the property of UNDP and shall be returned to UNDP upon completion of the Project or upon termination of the present Agreement, unless otherwise agreed upon between the Parties, and in consultation with the government coordinating authority. During Project implementation and prior to such return, the NGO shall be responsible for the proper custody, maintenance and care of all equipment. The NGO shall, for the protection of such equipment and materials during implementation of the Project, obtain appropriate insurance in such amounts as may be agreed upon between the Parties and incorporated in the Project Budget.
3. The NGO will place on the supplies, equipment and other materials it furnishes or finances such markings as will be necessary to identify them as being provided by UNDP.
4. In cases of damage, theft or other losses of vehicles and other property made available to the NGO, the NGO shall provide UNDP with a comprehensive report, including police report, where appropriate, and any other evidence giving full details of the events leading to the loss of the property.
5. In its procedures for procurement of goods, services or other requirements with funds made available by UNDP as provided for in the Project Budget, the NGO shall ensure that, when placing orders or awarding contracts, it will safeguard the principles of highest quality, economy and efficiency, and that the placing of such orders will be based on an assessment of competitive quotations, bids, or proposals unless otherwise agreed to by UNDP.
6. UNDP shall make every effort to assist the NGO in clearing all equipment and supplies through customs at places of entry into the country where Project activities are to take place.
7. The NGO shall maintain complete and accurate records of equipment, supplies and other property purchased with UNDP funds and shall take periodic physical inventories. The NGO shall provide UNDP annually with the inventory of such equipment, property and non-expendable materials and supplies, and at such time and in such form as UNDP may request.

Article VIII. Financial and Operational Arrangements

1. In accordance with the Project Budget, UNDP has allocated and will make available to the NGO funds up to the maximum amount of US \$ 110,000. The first instalment of US \$ 55,000 will be advanced to the NGO within [*number of working days*] working days following signature of the present Agreement. The second and subsequent instalments will be advanced to the NGO quarterly, when a financial report and other agreed-upon documentation, as referenced in Article X, below, for the activities completed have been submitted to and accepted by UNDP as showing satisfactory management and use of UNDP resources.
2. The NGO agrees to utilise the funds and any supplies and equipment provided by UNDP in strict accordance with the Project Document. The NGO shall be authorised to make variations not exceeding 20 per cent on any one line item of the Project Budget provided that the total Budget allocated by UNDP is not exceeded. The NGO shall notify UNDP about any expected variations on the occasion of the quarterly consultations set forth in Article IV, paragraph 3, above. Any variations exceeding 20 per cent on any one- line item that may be necessary for the proper and successful implementation of the Project shall be subject to prior consultations with and approval by UNDP.
3. The NGO further agrees to return within two weeks any unused supplies made available by UNDP at the termination or end of the present Agreement or the completion of the Project. Any unspent funds shall be returned within two months of the termination of the present Agreement or the completion of the Project.
4. UNDP shall not be liable for the payment of any expenses, fees, tolls or any other financial cost not outlined in the Project Work Plan or Project Budget unless UNDP has explicitly agreed in writing to do so prior to the expenditure by the NGO.

Article IX. Maintenance of Records

1. The NGO shall keep accurate and up-to-date records and documents in respect of all expenditures incurred with the funds made available by UNDP to ensure that all expenditures are in conformity with the provisions of the Project Work Plan and Project Budgets. For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, and receipts pertinent to the transaction. Any Income, as defined in Article I, paragraph 1 (k), above, arising from the management of the Project shall be promptly disclosed to UNDP. The income shall be reflected in a revised Project Budget and Work Plan and recorded as accrued income to UNDP unless otherwise agreed between the Parties.

2. Upon completion of the Project/or Termination of the Agreement, the NGO shall maintain the records for a period of at least four years unless otherwise agreed upon between the Parties.

Article X. Reporting Requirements

1. The NGO shall provide UNDP and the government coordinating authority with periodic reports on the progress, activities, achievements and results of the Project, as agreed between the Parties. As a minimum, the NGO shall prepare an annual progress report.

2. Financial reporting will be quarterly:

(a) The NGO prepares a financial report and submits it to the UNDP Resident Representative no later than 30 days after the end of each quarter, in *[the working language of UNDP/programme country as agreed with UNDP]*.

(b) The purpose of the financial report is to request a quarterly advance of funds, to list the disbursements incurred on the Project by budgetary component on a quarterly basis, and to reconcile outstanding advances and foreign exchange loss or gain during the quarter.

(c) The financial report has been designed to reflect the transactions of a project on a cash basis. For this reason, unliquidated obligations or commitments should not be reported to UNDP, i.e., the reports should be prepared on a "cash basis", not on an accrual basis, and thus will include only disbursements made by the NGO and not commitments. However, the NGO shall provide an indication when submitting reports as to the level of unliquidated obligations or commitments, for budgetary purposes;

(d) The financial report contains information that forms the basis of a periodic financial review and its timely submission is a prerequisite to the continuing funding of the Project. Unless the Financial Report is received, the UNDP Resident Representative will not act upon requests for advances of funds from UNDP;

(e) Any refund received by an NGO from a supplier should be reflected on the financial report as a reduction of disbursements on the component to which it relates.

3. Within two months of the completion of the Project or of the termination of the present Agreement, the NGO shall submit a final report on the Project activities and include a final financial report on the use of UNDP funds, as well as an inventory of supplies and equipment.

Article XI. Audit Requirements

1. The NGO shall submit to the UNDP Resident Representative in Pakistan a certified annual financial statement on the status of funds advanced by UNDP. The Project will be audited at least once during its lifetime but may be audited annually, as will be reflected in the annual audit plan prepared by UNDP Headquarters (Division of Audit and Performance Review) in consultation with the Parties to the Project. The audit shall be carried out by the auditors of the NGO or by a qualified audit firm, which will produce an audit report and certify the financial statement.

2. Notwithstanding the above, UNDP shall have the right, at its own expense, to audit or review such Project-related books and records as it may require and to have access to the books and record of the NGO, as necessary.

Article XII. Responsibility for Claims

1. The NGO shall indemnify, hold and save harmless, and defend at its own expense, UNDP, its officials and persons performing services for UNDP, from and against all suits, claims, demands and liability of any nature and kind, including their cost and expenses, arising out of the acts or omissions of the NGO or its employees or persons hired for the management of the present Agreement and the Project.
2. The NGO shall be responsible for, and deal with all claims brought against it by its Personnel, employees, agents or subcontractors.

Article XIII. Suspension and Early Termination

1. The Parties hereto recognise that the successful completion and accomplishment of the purposes of a technical cooperation activity are of paramount importance, and that UNDP may find it necessary to terminate the Project, or to modify the arrangements for the management of a Project, should circumstances arise that jeopardise successful completion or the accomplishment of the purposes of the Project. The provisions of the present Article shall apply to any such situation.
2. UNDP shall consult with the NGO if any circumstances arise that, in the judgement of UNDP, interfere or threaten to interfere with the successful completion of the Project or the accomplishment of its purposes. The NGO shall promptly inform UNDP of any such circumstances that might come to its attention. The Parties shall cooperate towards the rectification or elimination of the circumstances in question and shall exert all reasonable efforts to that end, including prompt corrective steps by the NGO, where such circumstances are attributable to it or within its responsibility or control. The Parties shall also cooperate in assessing the consequences of possible termination of the Project on the beneficiaries of the Project.
3. UNDP may at any time after occurrence of the circumstances in question, and after appropriate consultations, suspend the Project by written notice to the NGO, without prejudice to the initiation or continuation of any of the measures envisaged in paragraph 2, above, of the present Article. UNDP may indicate to the NGO the conditions under which it is prepared to authorise management of the Project to resume.
4. If the cause of suspension is not rectified or eliminated within 14 days after UNDP has given notice of suspension to the NGO, UNDP may, by written notice at any time thereafter during the continuation of such cause: (a) terminate the Project; or (b) terminate the management of the Project by the NGO, and entrust its management to another institution. The effective date of termination under the provisions of the present paragraph shall be specified by written notice from UNDP.
5. Subject to paragraph 4 (b), above, of the present Article, the NGO may terminate the present Agreement in cases where a condition has arisen that impedes the NGO from successfully fulfilling its responsibilities under the present Agreement, by providing UNDP with written notice of its intention to terminate the present Agreement at least 30 days prior to the effective date of termination if the Project has a duration of up to six months and at least 60 days prior to the effective date of termination if the Project has a duration of six months or more.
4. The NGO may terminate the present Agreement only under point 5, above, of the present Article, after consultations have been held between the NGO and UNDP, with a view to eliminating the impediment, and shall give due consideration to proposals made by UNDP in this respect.
7. Upon receipt of a notice of termination by either Party under the present Article, the Parties shall take immediate steps to terminate activities under the present Agreement, in a prompt and orderly manner, so as to minimise losses and further expenditures. The NGO shall undertake no forward commitments and shall return to UNDP, within 30 days, all unspent funds, supplies and other property provided by UNDP unless UNDP has agreed otherwise in writing.
8. In the event of any termination by either Party under the present Article, UNDP shall reimburse the NGO only for the costs incurred to manage the project in conformity with the express terms of the present Agreement. Reimbursements to the NGO under this provision, when added to amounts previously remitted to it by UNDP in respect of the Project, shall not exceed the total UNDP allocation for the Project.

9. In the event of transfer of the responsibilities of the NGO for the management of a Project to another institution, the NGO shall cooperate with UNDP and the other institution in the orderly transfer of such responsibilities.

Article XIV. Force Majeure

1. In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, as defined in Article I, paragraph 1, above, the Party affected by the *force majeure* shall give the other Party notice and full particulars in writing of such occurrence if the affected Party is thereby rendered unable, in whole or in part, to perform its obligations or meet its responsibilities under the present Agreement. The Parties shall consult on the appropriate action to be taken, which may include suspension of the present Agreement by UNDP, in accordance with Article XIII, paragraph 3, above, or termination of the Agreement, with either Party giving to the other at least seven days written notice of such termination.

2. In the event that the present Agreement is terminated owing to causes constituting *force majeure*, the provisions of Article XIII, paragraphs 8 and 9, above, shall apply.

Article XV. Arbitration

The Parties shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the present Agreement, including breach and termination of the Agreement. If these negotiations are unsuccessful, the matter shall be referred to arbitration in accordance with United Nations Commission on International Trade Law Arbitration Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final decision on any such dispute, controversy or claim.

Article XVI. Privileges and Immunities

Nothing in or relating to the present Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and UNDP.


Article XVII. Amendments

The present Agreement or its Annexe may be modified or amended only by written agreement between the Parties.

IN WITNESS WHEREOF, the undersigned, being duly authorised thereto, have on behalf of the Parties hereto signed the present Agreement at the place and on the day below written.

For the Mahbub-ul-Haq Human Development Centre (MHHDC): For UNDP:

Signature: 

Signature: 

Name: Mr. Usman Aminuddin
Title: Vice-Chairperson
Human Development Foundation

Name: Ms. Mikiko Tanaka
Title: UNDP Country Director a.i.

Place: Islamabad, Pakistan

Place: Islamabad, Pakistan

Date: 1.4.2009

Date: 25/3/09

Annex III: Terms of Reference (TORs) for Key Project Personnel:

Project Director/Project Coordinator

Terms of Reference

Background:

The objective of the NHDR with a focus on human security is to provide a unique opportunity to UNDP to facilitate interventions that will have positive impact on human security. The research can be focused on the issue of legal empowerment and economic opportunities and can build on the earlier HDR South Asia produced by the Mahbub-ul-Haq Human Development Centre on the theme of human security in 2005. Supported by partners and stakeholders, the ultimate aim is to help institute a nationally owned framework for human security.

The NHDR of UNDP Pakistan with a theme anchored on the principles of human security would provide an ideal fillip to advocate for an increased understanding and broader, sustainable application of the Human Security framework at the national and/or regional level. The analysis and insights of NHDR will offer practical ways to build the ownership of the government regarding human security and promote multi-sectoral and inter-agency collaboration, paying particular attention to the special needs and vulnerabilities of women, and other marginalized groups.

Responsibilities:

Significant experience in programme/ project development, management, monitoring and evaluation is required, especially; dealing with Human Development & Security particularly in areas of preparation of HDRs. Preference will be given to PhD degree holders. A good understanding of issues involved in poverty and how best it can be eliminated within the context of Pakistan is essential. Prior experience with development, preparation and publication of HDRs will be highly desirable.

Some of specific tasks include:

- Play the role of the main editor of the Human Development Report and lead the research team of national professionals on human security.
- Lead the development of methodological framework for various research papers/technical studies to be carried out by different organisations/individuals feeding into NHDR.
- Develop and launch, in consultation with all the stakeholders and relevant organisations a well-designed & prepared NHDR along with a mass-awareness and advocacy campaign for Human Development Issues.
- Lead the process of strengthening coordination within media circles for launch and consistent follow up on mass awareness programme. .
- Carry out resource mobilisation efforts to be initiated under the project.
- Act as a liaison with the implementing partner, UNDP and any-other donors providing financial support to the project.
- Finalise the HDR report and incorporate the inputs of all the stakeholders.

Relevant Experience:

- A minimum of five (5) years experience in project management;
- Adequate sectoral knowledge of human security concerns and understanding of policy measures to address human security;
- Relevant experience of managing the preparations and publication of human development reports particularly focusing on the theme of human security at any national/sub-regional or regional levels;
- Experience of working with donor funded projects, particularly with UN agencies will have an added advantage;
- Ability to work in a complex and multi-stakeholders environment;
- Strong research, analytical skills for data gathering, analysis, and report writing;
- Excellent writing skills and ability to fluently speak English and Urdu.

Education:

Advance degree in Development Economics/Management or any other closely related field from a recognized university preferably international. Prior strong research experience is a must.

Project Manager

Terms of Reference

Background:

The objective of the NHDR with a focus on human security is to provide a unique opportunity to UNDP to facilitate interventions that will have positive impact on human security. The research can be focused on the issue of legal empowerment and economic opportunities and can build on the earlier HDR South Asia produced by the Mahbub-ul-Haq Human Development Centre on the theme of human security in 2005. Supported by partners and stakeholders, the ultimate aim is to help institute a nationally owned framework for human security.

The NHDR of UNDP Pakistan with a theme anchored on the principles of human security would provide an ideal fillip to advocate for an increased understanding and broader, sustainable application of the Human Security framework at the national and/or regional level. The analysis and insights of NHDR will offer practical ways to build the ownership of the government regarding human security and promote multi-sectoral and inter-agency collaboration, paying particular attention to the special needs and vulnerabilities of women, and other marginalized groups.

Responsibilities:

Significant experience in programme/ project development, management, monitoring and evaluation is required, especially; dealing with Human Development & Security particularly in areas of preparation of HDRs. Preference will be given to PhD degree holders. A good understanding of issues involved in poverty and how best it can be eliminated within the context of Pakistan is essential. Prior experience with development, preparation and publication of HDRs will be highly desirable.

Some of specific tasks include:

- Assist the implementing partner in project management as per the AWP and Project Document; applying administrative and technical procedures as required by NHDR preparation and UNDP Rules.
- Assist the implementing partner agency in preparation of the TORs for the Sub-contracts, evaluation of tender documents and execution of subcontracts.
- Lead the development of methodological framework for various research papers/technical studies to be carried out by different organisations/individuals feeding into NHDR.
- Develop and launch, in consultation with all the stakeholders and relevant organisations a well-designed & prepared NHDR along with a mass-awareness and advocacy campaign for Human Development Issues.
- Develop and strengthen coordination within media circles for launch and consistent follow up on mass awareness programme.
- Provide close and regular administrative and technical backstopping to all project components.
- Coordinate the technical activities of all project components & activities as outlined in the AWP.
- Prepare and update consolidated work plans and budgets for PMU and liaise for the same with UNDP.
- Lead the necessary process for preparing and regular updating of project work plans & progress reports for monitoring of the progress of planned project activities.
- Coordinate resource mobilisation efforts to be initiated under the project.
- Lead the implementing agency in preparation of TORs for the national and international consultants, identification and evaluation of prospective candidates.
- Manage the financial disbursement of the project budget in accordance with the AWP and planned activities.
- Act as a liaison with the implementing partner, UNDP and any-other donors providing financial support to the project.

Relevant Experience:

- A minimum of five (5) years experience in project management;

- Adequate sectoral knowledge of human security concerns and understanding of policy measures to address human security;
- Relevant experience of managing the preparations and publication of human development reports particularly focusing on the theme of human security at any national/sub-regional or regional levels;
- Experience of working with donor funded projects, particularly with UN agencies will have an added advantage;
- Ability to work in a complex and multi-stakeholders environment;
- Strong research, analytical skills for data gathering, analysis, and report writing;
- Excellent writing skills and ability to fluently speak English and Urdu.

Education:

Advance degree in Development Economics/Management or any other closely related field from a recognized university preferably international. Prior strong research experience is a must.

Communications & Advocacy Officer

Terms of Reference

Background:

The objective of the NHDR with a focus on human security is to provide a unique opportunity to UNDP to facilitate interventions that will have positive impact on human security. The research can be focused on the issue of legal empowerment and economic opportunities and can build on the earlier HDR South Asia produced by the Mahbub-ul Haq Human Development Centre on the theme of human security in 2005. Supported by partners and stakeholders, the ultimate aim is to help institute a nationally owned framework for human security.

The NHDR of UNDP Pakistan with a theme anchored on the principles of human security would provide an ideal fillip to advocate for an increased understanding and broader, sustainable application of the Human Security framework at the national and/or regional level. The analysis and insights of NHDR will offer practical ways to build the ownership of the government regarding human security and promote multi-sectoral and inter-agency collaboration, paying particular attention to the special needs and vulnerabilities of women, and other marginalized groups.

Duties and Responsibilities:

The Communication Officer will develop and coordinate implementation of project communication and outreach strategy. He/She will work under the direct supervision of the National Project Manager and collaborate with relevant personnel from MHHDC Project Management team & UNDP Pakistan Country Office for implementation of the project's communication activities.

The specific tasks of the Communication Officer will include:

- Conduct communication needs assessments for the Project;
- Develop & implement communication and outreach strategy focusing on project outcomes, objectives and activities;
- Recommend and oversee the development and implementation of efficient internal project communication protocols;
- Act as Project Communications Focal Person and manage various activities related to outreach and awareness campaign;
- Organize media events such as press conferences, interviews of key Project staff and stakeholders on public & private channels of TV & radio, newspapers, and magazines;
- Coordinate the development of Key Project Publications, the NHDR and subsequent advocacy & promotional materials– hardcopy, multimedia and/or web-based, and provide quality control in line with the UNDP standards;
- Maintain and update the Project's website(s) on a regular basis and provide content development support for website updating and ensure consistency of the material;
- Maintain regular liaison with project partners to develop linkages and provide necessary support accordingly;
- Assist the project team in documenting case studies and lessons learnt for the Project website, advocacy campaigns and progress reports;
- Write, design and edit project publications/brochures/factsheets/news letter/posters on various sub-topics of Human Security & Development wider dissemination among stakeholders;
- Undertake initiatives for community awareness on project interventions in Urdu and regional languages;
- Assist the project team in organizing pre & post NHDR Launch conferences, workshops, and seminars and ; ensuring dissemination of project publications/awareness material; and
- Perform any other duty assigned by the NPD, NPC and Coordinator, Capacity Building for achieving an above objectives;

Relevant Experience:

- A minimum of five (5) years relevant experience in communications or advocacy public and private sector projects related to human security;
- Specific experience of designing and implementing advocacy initiatives around human security issues and challenges;

- Knowledge of the human security in regard to the challenges of human security, existing capacity of the government to tackle human security and civil society efforts to address human security issues;
- Experience of working with donor funded projects, particularly with UN agencies will have an added advantage;
- Previous experience of developing, operationalizing and managing project advocacy, outreach & communication strategy;
- Ability to work in a complex and multi-stakeholders environment;
- Good computer skills for data analysis, preparation of presentation and report writing; and
- Excellent writing skills and ability to fluently speak English and Urdu.

Education:

Masters degree in Communications with specialization in Mass Media/Journalism/publishing or any related field from a recognized university.

Research Officer

Terms of Reference

Background:

The objective of the NHDR with a focus on human security is to provide a unique opportunity to UNDP to facilitate interventions that will have positive impact on human security. The research can be focused on the issue of legal empowerment and economic opportunities and can build on the earlier HDR South Asia produced by the Mahbub-ul Haq Human Development Centre on the theme of human security in 2005. Supported by partners and stakeholders, the ultimate aim is to help institute a nationally owned framework for human security.

The NHDR of UNDP Pakistan with a theme anchored on the principles of human security would provide an ideal fillip to advocate for an increased understanding and broader, sustainable application of the Human Security framework at the national and/or regional level. The analysis and insights of NHDR will offer practical ways to build the ownership of the government regarding human security and promote multi-sectoral and inter-agency collaboration, paying particular attention to the special needs and vulnerabilities of women, and other marginalized groups.

Duties and Responsibilities:

The incumbent will work under the supervision of the Project Manager to carry out the following specific tasks to achieve all the project objectives:

- Compile and analyze research methodologies used to develop project background papers;
- Develop and effective research design applying qualitative and quantitative research techniques;
- Undertake comprehensive research on project related issues to facilitate project team regarding trainings, coordination and implementation;
- Develop research related material and case studies;
- Write research reports or any other assigned reports for the project;
- Take on the responsibilities as a Gender Focal Person with the objective of ensuring that all relevant aspects of the project are gender sensitive;
- Undertake systematic and organized research on project issues, on a regular basis as prioritized in the work plan of the project and study reports;
- Carry out research work on issues related to Human Security & Development as required for MHDR development.
- Assist in development of advocacy material as per project plan and facilitate/coordinate advocacy activities;
- Managing of all project related research work under supervision of National Project Manager;
- Any other tasks assigned by the PM.

Relevant Experience:

- He/She should have at least 4-6 years of relevant experience and knowledge of human security issues, strategies and approaches
- Relevant experience about the research design and paper development on human security issues.
- Field experiences in the same or related areas Good knowledge of the NGOs work in Pakistan.
- Proven research background including the ability to meet deadlines and work accurately.
- Excellent management, administrative and organizational skills; Effective communication skills are plus.

Education:

Masters degree in Social/ Management Sciences/Economics from a recognized university.

Annex IV

Annex: Division of Labor between UNDP and HDC

Focus Area	UNDP	HDC
Project Support	Project Assurance, Quality Control and RMG Compliance	Project Management and Implementation and monitoring
Policy level	Specific technical inputs from our experts at the regional centre, HDC team plus the national officers at the CO	Responsible for peer review, expert advice, research/analysis and policy dialogues
HDR documentation	Review and provide substantive inputs in the Workplan, policy briefs and final draft of the report	Text proofing, translation, copy editing, lay out design, distribution, preparation of advocacy materials, press kits etc
Project Oversight	Participating in board and advisory meetings	Convener of project steering committees, project boards etc
Communication	Communication strategy developed and sharing of knowledge with their focal communication person.	Implementation of communications and advocacy campaigns, publication and dissemination of HDR material
HDR Launch	Share international best practices on how launch is organised and increases outreach of core messages.	Organize, convene and invite stakeholders including Government, UN agencies and Donors

Annex V

Terms of Reference (TORs)

National Advisory Group/Board

The Implementing Agency (IA) will establish an Advisory Board as a mechanism to enhance the meaningful execution of the project and to ensure a wider perspective is taken into account in managing the project. Ultimately the implementing partner is responsible for managing the project and the project work, however it is recognized that this task is facilitated by working with experts. The Advisory Board fulfils this expert function.

The relationship between the Advisory Board and the IA should be a mutually supportive one. It is expected that it will be necessary for the Advisory Board members to advise on the draft papers and take an interest in project plans and progress. The Advisory Board will be informed of planned activities so their advice can be taken into account. The Advisory Board should work with the Project Manager in executing their work and should offer advice to the Project Manager where it is sought. The Project Manager will work with the Chair of the Advisory Board in setting the agenda for Advisory Board meetings and take the minutes.

The board will perform the following functions;

1. To ensure that links between various themes of human security are identified and feed into the overall preparation of NHDR
2. To offer advice on the direction of research initiatives and to identify synergies across themes of human security
3. To advise on additional areas of work that could enhance the objectives of the project
4. To identify potential linkages and advice on maintaining interactive and pro-active involvement and communication with relevant stakeholders if required
5. To offer advice on dissemination, exit strategies and communications for the report

Annex-VI

Terms of Reference (TORs)

National Peer Reviewers Panel

The National Peer Reviewers Panel will act as a specialized checkpoint to ensure that NHDR meets basic quality standards in terms of reliability of data and content of the report. This panel will be separate from the advisory boards (National & International).

The members of the panel will be drawn from the institutes that are engaged in research, advocacy and action in the selected theme of human security. The advisory board will be engaged in final review, validation and approval of the NHDR on Human Security as well as refining the chapters. The members will include reviewers with subject specialist experience and qualification. In the main, the board will have the following a few (but not limited to) well qualified reviewers as its members;

1. Human Security/Human Development Reviewer/Advisor
2. Human Security Statistical Data Reviewer/Advisor
3. Human Security & Gender Reviewer/Advisor
- 4.

Specifically, the board will perform the following functions

1. To act as a peer review forum providing subject specific technical input into different aspects of human security;
2. To review background research papers;
3. To oversee the quality of the research work carried out for report preparation;
4. To approve documents prepared by MHHDC related to policy briefs and advocacy material; and
5. To approve the draft report.

Terms of Reference (TORs)

Human Security/Human Development Reviewer

Within the structure of the NHDR Team, the reviewer on Human Security will play a leading role in the final approval of the NHDR. He is also expected to providing guidance, expertise and technical assistance to the entire NHDR final concluding process.

1. He/she will specifically be assisting the NHDR process as per following:
2. Analysis of data providing inputs for the analysis related to human security
3. Input and review survey work if undertaken (design, analysis and interpretation)
4. Giving coherence to all data, inputs and analysis (within the framework of human security)
5. The production of NHDR drafts and the final version, including overall quality
6. control of the final product (editorial)
7. Providing technical assistance and advise to orient adequately the NHDR process
8. Successfully overseeing the publication process of the NHDR
9. Recommendations concerning the preparation of future NHDRs

Profile of the Reviewer

Senior person, with at least 15 years of proven experience in the field of Human security and human development

- Experience with UNDP NHDR Processes
- Analytical and statistical skills
- Research experience and experience in managing and leading UNDP projects
- Familiarity with/working experience of developing NHDR
- Report writing skills

Terms of Reference (TORs)

Human Security Statistics Reviewer

He/she will offer advice to ensure the following:

1. Review the tables and indicators to ensure consistency in the data presented in these and in the text.
2. If required, modify the data presented in the draft in a form that is easier to grasp, e.g. graphs, tables and boxes.
3. Ensure that graphs, tables, etc, are located in the right place in the text/report.
4. Prepare the statistical note on computing the HD indices

Profile of the Reviewer

The reviewer should have:

- Statistical qualifications.
- Statistical work experience.
- Experience and familiarity with NHDR statistical requirements and indices.

Terms of Reference (TORs)

Human Security & Gender Reviewer

The Human Security & Gender reviewer will provide oversight as per following;

1. To review the research and analysis carried out for NHDR pertaining to human security issues concerning women
2. Strategically highlight gender in NHDR by ensuring policy measures for women
3. To ensure if the report captures information about developments on gender equality in Pakistan, identify gaps in the knowledge base and take and support new initiatives
4. Validate gender responsiveness of existing policy and program choices of the government
5. Provide substantive feedback to NHDR implementing partner on the impact of any new policy formulation on gender
6. Assist other specialists in designing questionnaires and a study framework to include the role and status of women at different levels
7. Review and assess the integration of gender in the crosscutting issues with a view to developing appropriate policy interventions and support to women
8. Produce notes or reports, if necessary, to strengthen the analytical and policy content of the draft reports of other specialists
9. Based on findings of different research work undertaken nationally and internationally, provide policy briefs
10. To offer solid advice to design appropriate tools and activities for gender based data collection, integration and dissemination
11. Promote the strengthening of national statistical capacity for gender disaggregated data collection and analysis
12. Undertake analysis of the quality and reliability of available data sources on gender

Profile of the Reviewer

- Relevant qualifications
- Substantive experience in policy advisory role on gender
- Familiarity with national and international research on human security and gender

Annex-VII

TORs for International Advisory Board

International advisory board will consist of human security experts such as Richard Jolly, Sakiko Fakuda-Parr, Frances Stewart, Shahrbanou Tajbakhsh and Richard Ponzio.

The board will perform the following functions.

1. To share international expertise with regard to human security issues, approaches and strategies;
2. To provide technical guidance if required regarding specific sub-themes of human security;

Annex-VIII

Terms of Reference (TORs) of the teams (Research Team)

The research team will work within a wide range of government partners/stakeholders, government departments and bodies to carry out for the purposes of data collection, studies and interviews. They liaise closely with independent and government analysts, such as freelance development sector researchers, economists and statisticians. Their role is to provide research input for the analysis required for the development of National Human Development Report (NHDR) on Human Security.

Specific job activities will include management of in-house or commissioned research from external researchers. However, there is some continuity and typical work activities are likely to include:

1. working on relevant research methodologies to produce quality analysis and drafting research specifications;
2. commissioning and project-managing outsourced research activities;
3. commenting on draft research instruments, such as questionnaires, and editing draft reports;
4. conducting in-depth interviews with members of the public and analysing large-scale data sets;
5. ensuring that research is conducted within a set time frame to meet UNDP requirements;
6. ensuring quality control of research;
7. working in close partnership with external research contractors, other government analysts, and policy colleagues during the course of the research;
8. producing both written and oral briefs for project board, project manager and policy colleagues, based on reviews of research evidence;
9. delivering presentations at conferences;
10. responding to external and internal research enquiries from stakeholders and colleagues, government departments, academics and members of the public;
11. identifying and sourcing a wide range of information, as required;
12. explaining complex ideas and findings in a way that can be easily understood;
13. keeping up to date with developments in policy and human security issues, as well as qualitative and quantitative research methods.

Terms of Reference (TORs) **(Advocacy & Communications Team)**

Awareness and communications are essential to understanding the concept of human security. For National Human Development Report, there will be a need expand and harmonize related communications and media outreach to inform the general public about the usefulness of understanding the concept and issues related to human security. The advocacy and communications team will have a central role in bringing the human security onto the national discourse agenda.

Duties and Responsibilities:

The advocacy and communications team will be responsible for;

1. Undertaking NHDR advocacy campaigns and activities around the theme of human security and for raising awareness including support and guidance on organizing events and activities;
2. Assist in preparation and development of communication and advocacy strategy, material and support holding of advocacy initiatives around the theme of human security;
3. Giving substantive contributions to the preparation and launching of the report ensuring content quality and relevance;
4. Provides advice and guidance to the project board on communication matters and ensures that they are informed about major developments occupying the national press with regard to human security;
5. Ensures excellent relations and regular contact with civil society in general and media in particular including contact and assistance in communication between UNDP and MHHDC;
6. Regularly prepare press releases if required, speeches, talking points, web content, articles and general correspondence on behalf of the centre and UNDP;
7. Provides assistance to the project staff on how to engage with media;
8. Assist and guide the organization on special events, press conferences, field visits;
9. Act as Focal point for UNDP and the project implementing agency on communications for regional/global initiatives through close contact with UNDP on human security: and
10. Perform other duties as required

Terms of Reference (TORs)
(Support to Committees Team)

The support team will be responsible for the following duties and tasks;

1. responsible for supervision and coordination of the provision of all administrative, personnel and financial support of the project;
2. provide support to the Project Board
3. Coordinate the asset inventory process, including procurement, competitive bidding on sub-contracting, decision. And as needed, registry monitoring and reporting in established forms;

Annex IX: NGO Capacity Assessment:

Results of capacity assessments of Implementing Partner (including HACT Micro Assessment) will be shared once undertaken. However please note that the UNDP regional centre Colombo has been funding this institute for a number of years for the regional HDRs.