



PROGRAMME DOCUMENT
Country: Pakistan

Project Title: Strengthening the Foundation for Recovery Peace and Development in FATA

Project Initiation Plan

UNDAF Outcome(s):	National capacities and systems in disaster risk management strengthened to reduce the impact of disasters on the poor and most vulnerable and promote peace-building and social cohesion, early recovery and the Refugee Affected and Hosting Areas
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CPAP)</i>	Outcome 5: Enabling environment for sustainable return, improved harmony and security and enhanced livelihoods opportunities for men, women and youth and vulnerable groups in the crisis-affected areas
Expected Output(s): <i>(of this Programme)</i>	<i>Output 1: Livelihoods and economic opportunities for crisis affected people in selected Agencies in FATA improved;</i> <i>Output 2: Capacity of local authorities and communities¹ for recovery, peace building and risk reduction strengthened;</i> <i>Output 3: Youth and vulnerable groups engaged in interventions such as mentoring programmes, support to sports, youth clubs, poetry competitions etc contributing towards peace building and social cohesion.</i> <i>Output 4: Strengthened Coordination of Early Recovery Working Group;</i>
Responsible Party:	United Nations Development Programme
Implementing Partner(s):	FDMA, NGOS/CBOS

Programme Period: October, 2011 to May, 2012
 Key Result Area (Strategic Plan): Strengthening the foundations for development; Promoting inclusive growth.

Atlas Award ID: _____

Start date: 01/10/2011
 End Date: 31/5/2012

PAC Meeting Date: _____

Management Arrangements: NIM /DIM DIM

2011 AWP budget:

Total resources required: USD 31,300,000.00

Total allocated resources for PIP: _____

- Regular
- Other:
 - BCPR US\$1,000,000
 - Donor _____
 - Donor _____
 - Government _____

Unfunded budget: _____

Agreed by:

On behalf of	Signature	Date	Name/Title
		21/11/2011	Jean Luc Stalon, DCD Programme UNDP Pakistan

¹ Include mainly IDPs and stayees

Brief Description

The UN multi-sectoral early recovery programme for the re-integration of IDPs is envisaged to be initially implemented in the safe areas of **Mohmand, Bajuar and Orakzai** agencies of FATA. Overall the programme seeks to contribute to the government's vision of achieving peace, greater prosperity and tolerance in FATA. Consistent with this agenda, the UNDP ER programme components will ensure that the current opportunity for a historical transformation in FATA is enhanced. A FATA where livelihoods are stabilized, the voices of all people are heard and local authorities have the capacity to be accountable, providing equitable opportunities for better health, education, reemployment and creation of opportunities for income generation.

The programme will also contribute to the achievement of the PCNA objectives in particular the following:

- ✓ building the responsiveness and effectiveness of the State to restore citizen trust;
- ✓ stimulate employment and livelihoods opportunities;
- ✓ ensure the delivery of basic social services; and
- ✓ counter radicalization and foster reconciliation.

Programme interventions derive from these objectives although they prioritize key local led early recovery interventions that will show quick 'peace dividends' and hence stabilize and advance peace in FATA within an area based programme approach. Specifically this early recovery project seeks to achieve the following outputs for a sustainable reintegration of IDPs in the safe areas of Bajaur, Mohmand and Orakzai in FATA:

- ✓ Livelihoods and economic opportunities for crisis affected people in selected Agencies in FATA improved;
- ✓ Capacity of local authorities and communities² for recovery, peace building and risk reduction strengthened;
- ✓ Youth and vulnerable groups engaged in interventions such as mentoring programmes, support to sports, youth clubs, poetry competitions etc contributing towards peace building and social cohesion.
- ✓ Strengthened Coordination of Early Recovery Working Group

Over 100,000 conflict affected IDPs and stayees will benefit from this programme through participation in emergency employment interventions, self-employment in small, micro and medium enterprises, training and enterprise recapitalization, sports for peace, and green jobs creation as part of young men and young women empowerment.

In order to achieve the above results, UNDP Pakistan is seeking 31.3 million dollars, out which 17,275,000 dollars is the budget for Year 1 of the programme.

² Include mainly IDPs and stayees

I. SITUATION ANALYSIS

FATA has been the epicentre of the Taliban insurgency in Pakistan. It has resulted in North Waziristan and South Waziristan becoming safe havens for the extremists. The conflict has disturbed the centuries old tribal structures and given birth to numerous religious leaders. Sectarian violence and polarization on the basis of tribal affinity has created schisms in the social fabric. As a result of the insurgency, in 2009, Pakistan experienced the worst internal displacement crisis in its history when more than 3 million people were forced to flee their homes in the country's north-western areas of Khyber Pakhtunkhwa (KPK) and the Federally Administered Tribal Area (FATA).

Since the beginning of 2010, the situation in north-west Pakistan has continued to be characterized by small to medium-scale population movements, including new displacements as well as steady returns. The humanitarian crisis in FATA has received significantly less attention than displacement from KP's Malakand region due to the inaccessibility of the area and the massive floods that overtook the country in 2010. Many have been unable to register or receive assistance due to the military's tight control over access to humanitarian agencies in KPK's Internally Displaced Person (IDP) hosting areas and continued security threats. Returnee populations have been offsets by new displacements due to the ongoing military operations and militant activities having causing new displacements in FATA as of May 2011. In parts of FATA, most notably Bajaur agency, families have been forced to flee repeatedly because of a militant resurgence. Below are the FATA IDPs Statistics³ that have been compiled based on registration data of Social Welfare Department FATA, UNHCR, WFP Food Distribution Data and Commissionerate Afghan Refugees (June 2011).

Agency	Registered IDPs	Verified by NADRA	Returned	Balance	Remarks
Bajaur	70,258	70,258	51,763	18,495	The latest return figure from Jalozai camp is included
Mohmand	32,955	32,955	12,645	20,310	The latest return figure from Jalozai camp is included
Mohmand (Fresh)	9,182	0	3,973	5,209	1368 IDP families in Nahqi camp are already registered and verified by NADRA in Jalozai Data
Khyber	4,679	3,205	0	3,205	Approx. 1100 families data still to be verified by NADRA, while another 600 unregistered families reside in Jalozai camp
Orakzai	58,519	33,940	20,642	13,298	Approx. 4,000 families still to be verified by NADRA
Kurram	34,785	21,885	0	21,885	
South Waziristan	69,279	41,563	2,126	39,251	Phase 1c has started since June 08, 2011. Figures will be updated once return phase is completed.
Bhittani Tribe (FR Tank)	2,097	2,097	0	2,097	
Total	281,751	205,903	91,335	123,750	

Socioeconomic impact of Crisis: Overall, the conflict has severely impacted the socioeconomic situation in FATA. The socioeconomic life was challenging even before the conflict. Less than 10% of the land is arable and the irrigation system is inadequate. The majority of the population therefore depends on

³ Source: <http://www.fdma.gov.pk/>

following sectors for livelihoods: transport, arms manufacturing and trade. Nevertheless, soaring unemployment is a major concern for the regional economy and social harmony. As illustrated below, the stipend for a legal, well paying unskilled job is as much as half that of the militant stipend.

<i>Economic Activity</i>	<i>Income (Rs)</i>	<i>Income (\$)</i>
Militant stipend (monthly)	15,000	176
Suicide attacker payout (sum)	500,000	5,882
Unskilled labourer (Monthly)	6,210	73
Tribal levy/paramilitary (monthly)	3,500	41
Police (Monthly)	8,000	94

Source: PCNA, 2010

Poverty, lack of education and dearth of employment opportunities encourages the recruitment of the youth of FATA into militancy groups. The appalling statistics for FATA compared to the rest of Pakistan are shown below.

<i>Selected development indicators for Pakistan, KPK and FATA (1998, 2003)*</i>			
<i>Indicator</i>	<i>Pakistan</i>	<i>KPK</i>	<i>FATA</i>
Literacy ratio (both sexes, %)	43.92	35.41	17.42
Male literacy ratio (%)	54.81	51.39	29.51
Female literacy ratio (%)	32.02	18.82	3.00
Population per doctor	1,226	4,916	7,670
Population per bed in health institutions	1,341	1,594	2,179
Roads (per sq km)	0.26	0.13	0.17

Source: FATA secretariat website

Analogous to the development gap between FATA and the rest of Pakistan, the gap between male and female development in FATA is alarming. Not only are women lagging behind in literacy and skill development, they are also not able to undertake any employment opportunity that may translate into economic independence. Traditions of 'purdah' and upholding of the male as the head of the family fairly limit women's exposure and awareness of social issues. The social and development challenges have been further aggravated by this conflict in FATA.

The social organization in FATA requires an in-depth analysis of its rapid shift in the last decade. According to the Post Crisis Needs Assessment on Khyber Pakhtunkhwa and Federally Administered Tribal Areas, Pakistan, in September 2010, over the last decade, FATA have witness a rapid shift in the social organization of communities. The traditional governance of tribal *maliks*, often hereditary and land-owing, functioning in concert with Political Agents, has largely affected; their traditional processes and forums have eroded significantly as well. The increasing vulnerability and insecurity has led to a lack of trust in the capacity of existing institutions to equitably and effectively deliver services and address their needs. Governance deficits have created a broad political space for the militant groups to exploit

by presenting themselves as an alternative to the state having usurp the *maliks* in the social power structure using ideological, political and monetary means.

Clearly the crisis in the FATA has affected negatively the infrastructure (roads, health and education units, water supply), services (police and other utilities) and livelihoods. These affects can be labeled as human induced hazards and can turn into disaster situations, thereby having the potential of fueling the conflict.

Along with the human induced hazards, natural hazards are also playing a role in enhancing the risk of disasters in the region. Though a systematic natural hazard profiling is unavailable for FATA, it is widely agreed that the region (especially Bajaur, Mohmand and South Waziristan) is periodically prone to floods, droughts and earthquakes. According to an "Outlook for Monsoon Season 2011, issued by Pakistan Meteorological Department, most parts of Pakistan, will receive 10 per cent below normal rainfall. However, in the northern half of Pakistan there is a possibility of rainfall 10 per cent above average. The outlook for monsoon season in the northern part of Pakistan could result in worsening the conditions of the communities in FATA, which have not still recovered fully from the last year's flooding.

National and International Response: The 2010 Pakistan Humanitarian Response Plan (PHRP) was designed to provide a consolidated, coherent, transparent and coordinated response from the humanitarian community to the unmet needs of the vulnerable populations affected by the crisis in KPK and FATA, initially until the end of July 2010. The Pakistan Humanitarian Response Plan (PHRP) was first launched in September 2008 to ensure a consolidated, coherent, transparent and coordinated response by the humanitarian community to unmet needs of vulnerable populations in Khyber Pakhtunkhwa (KPK) province and the Federally Administered Tribal Areas (FATA) in north-western Pakistan. In this regard, the HCT has issued a Prioritization Statement in September 2010, identifying two broad beneficiary groups that must continue to be prioritized under the umbrella of the PHRP: a) IDPs in KPK and FATA, B) and returnees and "stayees" in FATA. Recently approximately 80,000 families have returned in Bajaur and Mohmand agencies in FATA, mainly due to improving security conditions. It is projected that approx. 250,000 families will return to FATA by December 2011 – approx. 34% of the total population of FATA.⁴

Meanwhile, another significant development that took place in relation to development in FATA was the Post Conflict Needs Assessment (PCNA) which was finalized in September, 2010 in partnership with the Asian Development Bank, the World Bank and the United Nations in collaboration with the Government of Khyber Pukhtoonkhwa and FATA. The goal of the PCNA is to produce a helpful, pragmatic peace building strategy that delivers an agreed vision within ten years.

With the return of IDPs to the crisis area, there is a need to address the needs of the returnees as well as the stayees of the crisis affected areas of FATA within the context of the PCNA framework and goals. While the humanitarian response has been ongoing, less can be said of the early recovery support that should build the foundation for peace and development in FATA and its surrounding areas.

⁴ FATA IDP's statistics, provided by FATA Disaster Management Authority/figure compiled based on registration data of Social Welfare Department, FATA, UNHCR, WP and Commissionerate Afghan Refugees. Statistics placed on www.fdma.gov.pk.

IV. RESULTS AND RESOURCES FRAMEWORK:

Please refer to Annex 1

V. ANNUAL WORKPLAN:

Please refer to Annex 2

VI. MANAGEMENT ARRANGEMENTS

This Programme will be implemented under DIM modality. Management arrangements will conform to the stipulations in the new Results Management Guide.

Programme Review Board (PRB): The Programme will set up a Programme Review Board co-chaired by FDMA and UNDP. The Board will provide overall strategic guidance to the programme. The Executive role will be performed by UNDP and FDMA in their capacity as co chairs. The PRB will also consist of representatives performing the tasks of Senior Suppliers and Senior Beneficiaries. The Senior Supplier will be representatives of local NGOs with background in peace building and early recovery, and relevant local government institutions – supporting the project through technical assistance. The Senior Beneficiaries will be relevant local government institutions and representatives of beneficiaries with the responsibility to monitor what is being delivered as per the work plan and ensure that the needs of the beneficiaries and the expected benefits are materialized. As the decision making body for this programme, the Programme Review Board will approve work plans and budget, review progress reports, provide strategic guidance, and steer the project as per its goals and objectives to ensure that the stated results will be achieved.

The Programme Review Board will also function as a national level coordination entity to promote partnership, collaboration and coordination among the various ER initiatives implemented by sectoral ministries or other agencies.

Programme Management Unit (PMU): A programme management unit will be established in FDMA. It will consist of a Programme Manager (UNDP), Livelihoods Specialist, Community Infrastructure expert, Agriculture specialist, Livestock officer, Health specialist, Education specialist, DRM advisor, 3 Early Recovery Coordinators (one each in Bajaur, Mohmand and Orakzai agencies) and an Operations Officer. The PMU will also be facilitated for field work through provision of 5 drivers and 5 vehicles. While the Programme Manager will be UNDP staff, the rest of the positions of the PMU will be FDMA staff and will be contracted under the support extended to FDMA by UNDP through a Letter of Agreement, (LOA). In accordance with the Programme document terms and conditions will be described in the LOA as well as the responsibilities of FDMA towards the implementation of the programme. Close consultation will be held between FDMA and UNDP on all aspects. The personnel and sub-contractors of FDMA will be done in accordance with its financial regulations and rules. FDMA will submit to UNDP progress reports relating to the Activities, including a cumulative financial report following the standard UNDP expenditure report. Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed in writing, between UNDP and FDMA.

The Programme Management Unit will:

- i) Participate in the establishment of project committees at the Agency, Tehsil or Village levels. This will also include developing guidelines for project management, technical guidance notes on specific core interventions of the programme common amongst Tehsils/villages, financial management and reporting.
- ii) Facilitate discussions on selection of project areas (Tehsils and villages) for the programme implementation based on access, community needs and capacity of CBOs identified for implementation.
- iii) Lead the procurement of goods and services in close collaboration with the UNDP Operations Unit. This will entail procurement of NGO/CBOs services, equipment/tools, as might be required from time to time.
- iv) Facilitate the development of workplans in a participatory manner with local authorities in FATA especially FDMA, CSOs/CBOs and communities in FATA.
- v) Facilitate and participate in final approval of the community recovery proposals in consultation with FDMA.
- vi) Disburse funding directly to communities from the women and early recovery funds to be set up.
- vii) Lead the Monitoring and Evaluation of the programme.
- viii) Produce financial reports on the utilization of the two funds to be set up: Women's Employment Generation Fund, and ii) General Innovative Recovery and Peace (GIRP) Fund.

The PMU will be located and housed in the FDMA.

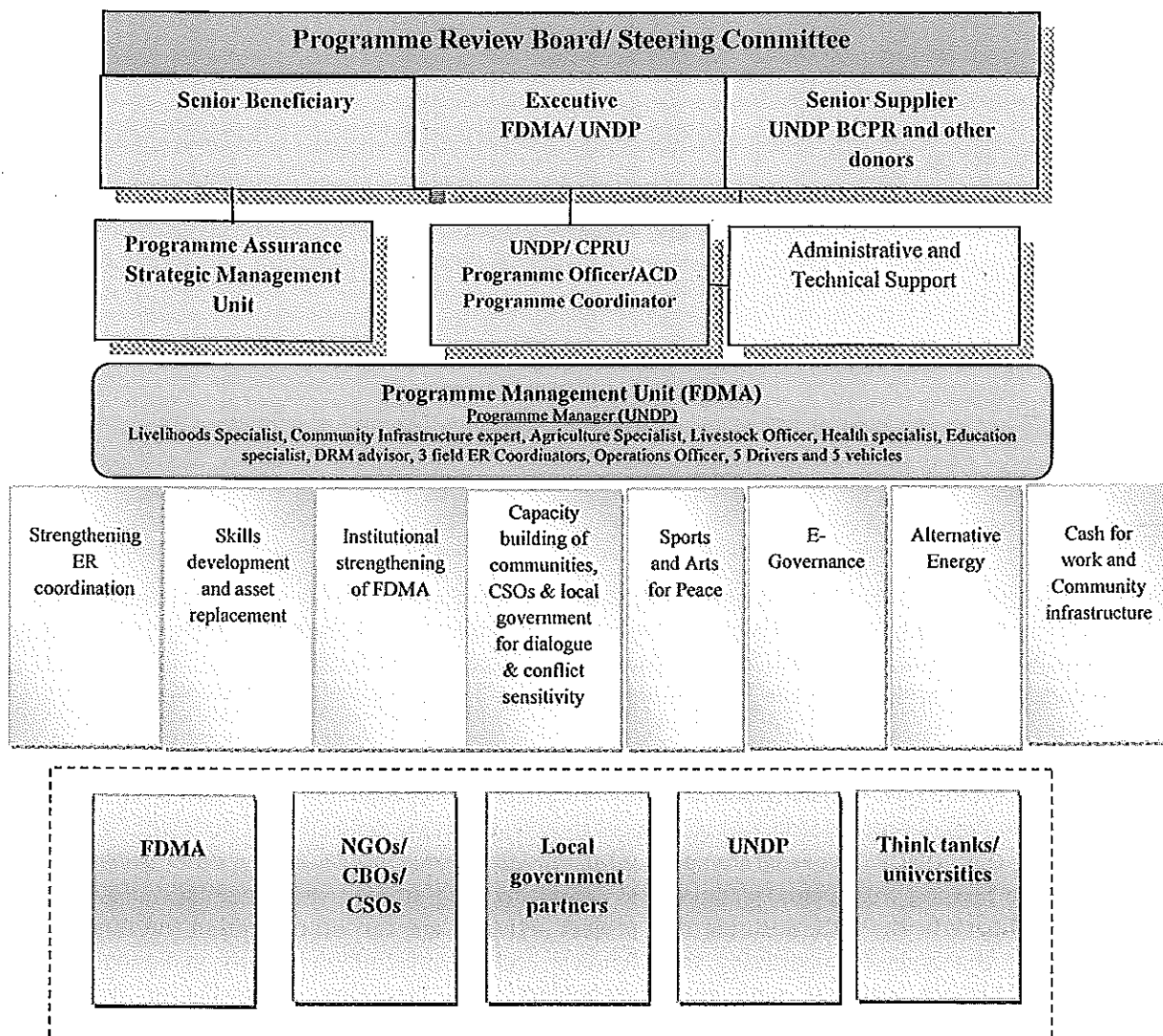
Early Recovery Coordinators at FDMA Field Offices in Bajaur, Mohmand and Orakzai Agencies: An Early Recovery Coordinator will be placed at each of the three field offices in Bajaur, Mohmand and Orakzai agencies to support the grass roots implementation of early recovery activities. The ER coordinators will be FDMA staff.

Programme Manager and Programme Coordinator: The programme will be managed on a day-to-day basis by a Programme Coordinator (based in Islamabad) assisted by a Programme Manager (based at PMU, FDMA, Peshawar). Both Programme Manager and Programme Coordinator will be UNDP-contracted staff however the Programme Manager will be based in FDMA Peshawar.

The Programme Coordinator will provide coordination and liaison support between the UNDP Country Office/CPR Unit in Islamabad and the Programme Management Unit based in FDMA Peshawar. The Programme Coordinator will report directly to Programme Officer/ Assistant Country Director, CRP Unit, UNDP. The Programme Coordinator will be responsible, among other things, for preparing and revising work plans, planning and organizing programme review meetings, providing technical feedback to the PRB; ensuring that project activities are carried out within the financial limitations of the budget; supervising the technical and administrative support personnel and coordinating project activities with the stakeholders. The Programme Coordinator will be accountable for convening meetings every three months and on an ad hoc basis if necessary. Monitoring of interdependencies between projects and managing changes within and among projects will be a key focus area of his/her role. He/She will also ensure that the technical inputs from the UNDP experts and units are sought on their areas of expertise.

The Programme Manager, reporting to the Programme Coordinator, will lead the Programme Management Unit housed in FDMA and will be supported by technical and administrative staff. The

Programme Manager mobilizes goods and services to initiate activities, including drafting TORs and work specifications. He/she manages requests for the provision of financial resources by UNDP, monitoring financial resources and accounting to ensure accuracy and reliability of financial reports, and responsible for preparing and submitting financial reports to UNDP on a quarterly basis. He/she monitors the programme risks initially identified and reports new risks to the Programme Coordinator and PRB for consideration and decision on possible actions if required. He/ she also updates the status of these risks by maintaining the Programme Risks log. The Programme Manager will ensure through day-to-day implementation that the project continues to contribute to intended outcomes through delivery of planned outputs, via efficient and effective management of resources.



VII. MONITORING AND EVALUATION

Project monitoring and evaluation will be conducted in accordance with established UNDP procedures and will be provided by the project team. UNDP CO will also act as project assurance. The Logical Framework provides *performance* and *impact* indicators for project which will form the basis on which the project's Monitoring and Evaluation system will be built.

Day to day monitoring of implementation progress will be the responsibility of the Project Manager based on the project's Annual Work Plan and its indicators. The Project Team will inform the CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by the CO through quarterly meetings with the project management team or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

The Project Manager will be responsible for the preparation and submission of the following updates and reports that form part of the monitoring process.

Risk Log (see section VIII: Risk Matrix): Based on the initial risk analysis, a risk log will 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, Quarterly Progress Reports (QPR) will be submitted by the Programme Manager to the Project Board through Project Assurance, using the standards report format available in the Executive Snapshot.

Field visits and quarterly reports: The programme manager will prepare quarterly reports, accompanied by quarterly financial reports. The quarterly progress report will consist of a brief summary of progress in relation to the work plan and an update on the financial situation. This summary will also be used for feedback to the Programme Review Board for making decisions and introducing corrective actions.

Lesson Learned Log: A project Lessons-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.

Review Meetings: The programme manager will be responsible for organizing these meetings and for following up on the recommendations and decisions taken in the meetings. The manager will prepare a brief action-oriented report on the review meeting, in coordination with the UNDP Programme Officer, and send it to participants in the meetings for their approval or comments.

Annual Project Report: Annual Project Report (APR) - The APR is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. It is a self - assessment report by project management to the CO and to HQ and provides input to the country office reporting process and the ROAR. The programme manager will ensure the preparation of the

Annual Project Report in consultation with the stakeholders. These reports while serving the purposes of monitoring performance also will cover lessons to help in assessing this implementation modality, performance of the project in contributing to intended outcomes through outputs and partnership work, including its implications in terms of capacity building and ownership.

Project Terminal Report: During the last three months of the project the project team will prepare the Project Terminal Report to evaluate the outcome. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

Evaluation and Audit: This programme will be part of the Country office outcome evaluations. The audit of this project will be made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review).

Annual Work-plan and Budget: The annual work-plan and budget will serve as the primary reference document for the purpose of monitoring the achievement of results. The project manager is tasked with the responsibility of implementing the project in accordance with these documents.

Data collection methods:

The team constantly reviews and analyses its findings to decide how to continue. As understanding increases, emerging issues and unexpected findings come more clearly into focus, and plans, topics and methods can be revised.

Focus Group Discussion with the community groups, youth groups, and women's group will be held. To understand and ensure the involvement of community, social network mapping will be used in Focus Group Discussion. For the sensitive subjects, individual interviews will be used.

ANNEX 2: ANNUAL WORKPL

ANNUAL WORK PLAN – PAKISTAN: UNDP PAKISTAN
Programme Title: Strengthening the foundation for recovery, peace and development in FATA

Donors/UNDP Year: 2011/12

Project Number:

Project Period: November 2011 to June 2013⁵

EXPECTED OUTPUTS <i>(See RRF for: And baseline, associated indicators and annual targets)</i>	PLANNED ACTIVITIES	YEAR 1				RESPONSIBLE PARTY	Funding Source	Budget Description	BCPR
		Q1	Q2	Q3	Q4				
Output 1: Livelihoods and economic opportunities for affected people in FATA improved	Activity results 1.1: Employment and income generation opportunities created for IDP returnees and stayees through cash for work, skills training, asset replacement and cash grants for micro, small and medium enterprise development with particular focus on women's and youth groups;								
	1.1.1 Consultation meeting with the concerned line departments on a strategy for the implementation of the livelihoods and economic recovery strategy involving communities with a particular focus on cash for work through a consultant	X				UNDP	Donors/ UNDP	Meetings and consultative workshops	
	1.1.1.1 Identification of key NGO's working in FATA and providing livelihood training and opportunities at the local community level through a consultant	X				UNDP	Donors/ UNDP	NGOs pre-award assessments	50,000
	1.1.2 Undertake livelihoods and economic recovery assessments ⁶ through an independent organization.	X				UNDP	Donors/ UNDP	External organization cost	65,000
	1.1.3 Facilitate community participatory mobilization processes by mobilizing male and female community organizations and ensure there is a linkage with the government. Provide unified trainings on the community mobilization approach to ensure that the most effective approach is adopted.		X			UNDP	Donors/ UNDP	Community Groups	35,000
	1.1.3.1 community organization male and female prioritize the list of community infrastructure and livelihoods activities			X			Donors/ UNDP	Community meetings	

⁵ The following activities serve as a menu of ER-Livelihoods activities which will be decided and implemented on a small scale by communities. Not all activities may be identified and selected by communities as priorities. An incremental approach will be taken in particular with respect to Output 1, and 3, with Output 1 starting with high intensity.

⁶ One of the key components of the livelihoods analysis methodology is the focus on the vulnerability context (hazards/disasters, conflict) of the households/communities. An analysis of the influence of hazards and conflict on livelihoods assets and vice versa is conducted and mitigation measures identified to inform livelihoods strategies to be ultimately pursued – taking into account the vulnerability context.

<p>Output 4: Strengthened Coordination of Early Recovery Working Group and Clusters</p>	1.1.4 Rehabilitate community roads, bridges, market, alternative energy requirements and other key infrastructure through modalities such as community contracting, cash for work, and provide start up inputs/ kits, with priority to youth/women's group				X	X	UNDP	Donors/ UNDP	Start-up Inputs/kits	600,000	
	1.1.5 special efforts to be made through active involvement of women and vulnerable groups schemes identification and implementation		X		X		UNDP/social welfare directorate		Start-up Grants	100,000	
	1.1.5.1 Support to cash crop production and small agricultural processing, as well as provision of start-up grants for MSME in coordination with line departments		X		X		UNDP/directorate	Donors/ UNDP			
	1.1.6 Provide VT training and equipment for reviving small businesses including those of women's groups			X		X	UNDP./VT institutes		Skills training, equipment, space	40,000	
	1.20 Conduct a training needs assessment and based on needs conduct trainings for skill enhancement										
	1.2.1 Follow up sessions on peoples placement and then gauge level of income increased.						UNDP/comm unity groups		Training	10,000	
	SUB-TOTAL OUTPUT 1:									900,000	
	Activity result 4.1 Improved coordination of ER								Coordination meetings		
	4.1.1 letter of agreement to be signed with FDMA on the procurement and recruitment of equipment and staff	X					UNDP	Donors/ UNDP	FDMA Capacity		
	4.1.1.1 staff hired in consultation with FDMA and space provided for staff	X					UNDP	Donors/ UNDP	ER Needs assessment and plans		
	4.1.1.2 Finalization of strategic framework for the reintegration of the framework including transitional relief.	X					UNDP	Donors/ UNDP	Programme Staff ER Specialists Operations	100,000	
	4.1.2 donor conference organized for the assessment and the resource framework presented to the donors in collaboration with OCHA	X					UNDP	Donors/ UNDP			

