

**Annual Work Plan 2016 as part of the CCPAP**

**United Nations Development Programme Pakistan**



**Project Title**

**Mountains and Markets: Business and Biodiversity in Northern Pakistan**

**Expected CP Outcome(s):**

*(Those linked to the project and extracted from the CPAP)*

Climate Change Adaptation and Mitigation Strategies and Action Plans Developed and piloted at local levels by federal and provincial governments, private sector, academia, and civil society including women's groups

**Project Output(s):**

*(Those that will result from the project and extracted from the CCPAP)*

1. Market demand for biodiversity friendly Non-Timber Forest Products (NTFP) stimulated
2. Strengthened capacity of local community to produce and market biodiversity -friendly products
3. Positive conservation linkages established with Conservancies for key biodiversity elements
4. Strengthened institutional capacity for scale up and replication of CBEs

**Implementing Partner:**

Ministry of Climate Change

**Responsible Parties:**

Forest Department GB, Environment Department KPK

**Brief Description**

Northern Pakistan is a rich storehouse of global biodiversity. Populations of many globally threatened species are still found here, from snow leopard and lynx to the highly endangered Woolly Flying Squirrel. Threats to biodiversity components due to extreme poverty, dependence on natural resources and lack of enabling policies are increasing gradually. To overcome these issues, the Project will use voluntary certification of Non-Timber Forest Products (NTFP) as a tool to promote biodiversity conservation and strengthen existing conservation efforts with innovative market-based mechanisms. Project will also develop community and institutional capacity for certified production of 'biodiversity-friendly' NTFPs and stimulate market demand for biodiversity friendly NTFP thereby creating new economic incentives for conservation.

<p>Programme Period: 2013-2017</p> <p>Atlas Award ID: 00060848 Atlas Project ID: 00076779</p> <p>Start date: June 2013 End Date: May 2017</p> <p>Management Arrangements: NIM</p> <p>Project Board Meeting Date: November 24, 2015</p>	<p>2016 AWP budget: USD <b>888,700</b></p> <p>Total resources required USD</p> <p>Allocated resources: USD</p> <ul style="list-style-type: none"> <li>• Regular (TRAC) USD <b>250,000</b></li> <li>• Other:             <ul style="list-style-type: none"> <li>◦ Donor/GEF USD <b>638,700</b></li> <li>◦</li> </ul> </li> </ul> <p>Unfunded budget: _____</p> <p>In-kind Contributions _____</p>
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Agreed by [Implementing Partner - NPD]:

*S* **Inspector General Forest**

Agreed by UNDP (CD / DCD-P):

*[Handwritten signature]*

**TRACY VIENINGS**  
Country Director a.i.  
United Nations Development Programme  
Islamabad Pakistan

4/3/16



<p>developed. [Scale = 1. Not at All; 2. To a very partial extent; 3. To some extent; 4. To a significant extent; 5. To full extent]</p> <p><b>Baseline:</b></p> <p>1.1: Scale 1 [No platform for effective collaboration between private sector, community producers, conservation actors and other key stakeholders]</p> <p>1.2: 0 No opportunity for private sector to preferentially buy sustainably produced wild NTFP as no certification systems in place]</p> <p>1.3: 0 No mechanism in place to link interested local and international buyers and consumers with the producers of biodiversity friendly NTFP]</p> <p>1.4: Scale 1 [No comprehensive regulatory framework for NTFP collection &amp; trade. A few special rules for some products]</p> <p><b>Targets:</b></p> <p>1.1: Scale 2 [At least 3 major herbal industries in Pakistan include reference in their CSR policy to preferential buying of certified NTFP from project areas]</p>	<p>declare and strengthen national accreditation body through capacity assessment and sensitization</p>																
<p><b>Activity Result 1.3.1: Five Alliances of certified NTFPs established</b></p> <p>Action 1.3.1.a: Develop and disseminate product sheets for 4 NTFP species (500 for each species)</p> <p>Action 1.3.1.b: Purchase of samples of medicinal plants and cost of shipping</p> <p>Action 1.3.1.c: Awareness raising programme in local languages on conservation and marketing of key NTFP products</p> <p>Action 1.3.1.d: Participate and present the project in the international trade fairs at Europe</p>																	

<p>1.2: 2 [Voluntary certification schemes for sustainable production established for at least 2 NTFP including: a) Chilgoza pine nuts; b) Morel mushrooms]</p> <p>1.3: 10 [Operational alliances with international and national buyers representing preferential markets for certified biodiversity-friendly NTFP from Northern Pakistan]</p> <p>1.4: Scale 2 [A comprehensive regulatory framework for NTFP collection &amp; trade that supports sustainable NTFP production]</p>	<p><b>Activity Result 1.4.1: Two draft regulatory frameworks each for GB and KP on MAPs developed</b></p> <p>Action 1.4.1.a: Development of regulatory instruments for NTFPs in Khyber Pakhtunkhwa (including stakeholders' consultative workshop on draft (Consultancy)</p> <p>Action 1.4.1.b: Finalize, Approve and print medicinal plants rules in GB</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>KPK</p> <p>GB</p>	<p>GEF</p> <p>GEF</p>	<p>71300/ 74200 Local Consultants/ Printing &amp; Publications</p> <p>74200 Printing &amp; Publications</p>	<p>5,000</p> <p>2,000</p>								
<p><b>Output 2: Strengthened capacity of local community to produce and market biodiversity-friendly products</b></p> <p><b>Indicators:</b></p> <p>2.1: Extent to which the business and technical capacities of local communities enhanced through establishing and managing the CBES [Scale = 1. Not adequate; 2. Partially; 3. Moderately; 4. Mostly/Fully]</p> <p>2.2: Number of operational CBES in at least four demonstration conservancies with approved business plans participating in voluntary NTFP certification schemes</p>	<p><b>Activity Result</b></p> <p><b>2.1.1: Business technical capacity of 10 villages and 5 valleys enhanced for running CBES</b></p> <p>Action 2.1.1.a: Training of local communities from 5 valleys in collection, harvesting and post harvesting processing of NTFPs on sustainable conservation basis</p> <p>Action 2.1.1.b: Capacity</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>KPK/GB</p> <p>KPK/GB</p>	<p>GEF</p> <p>GEF</p>	<p>72100 Contractual Services Companies</p> <p>72100</p>	<p>14,000</p> <p>8,000</p>								

<p>2.3: Extent to which the mechanism for Community access to relevant technical, financial and market information services to CBEs have been effective  <i>[Scale = 1. Not at All; 2. To a very partial extent; 3. To some extent; 4. To a significant extent; 5. To full extent]</i></p> <p><b>Baseline:</b>  2.1: Scale 1  [Conservancy villages have experience of forming new village institutions and understanding of biodiversity conservation &amp; SRU principles &amp; a few have experience of enterprise planning and development for the biodiversity friendly products]</p> <p>2.2: 0  [All Valleys have Valley Conservation Plans and Valley Conservation Funds. Some have community-based trophy hunting enterprises. There is no community-based certified NTFP production]</p> <p>2.3: Scale 1  [No extension services (access to global and regional knowledge, experience and technical expertise) currently available to communities for biodiversity business planning or sustainable, commercially viable NTFP production]</p> <p><b>Targets:</b></p>	<p>building of CBEs in admin/financial matters</p> <p>Action 2.1.1.c: Exposure visits of CBEs to other potential areas and traders for their capacity building (2 visits)</p> <p>Action 2.1.1.d: Value chain development for two NTFP species in each region (Consultancy)</p> <p>Action 2.1.1.e: Product development training for CBEs and forest department staff (Two trainings)</p> <p><b>Activity Result 2.2.1: Ten pilot CBEs with approved business plans established</b></p> <p>Action 2.2.1.a: Establishment and strengthening of five CBEs in 4 conservancies</p> <p>Action 2.2.1.b: Register 10CBEs as business entities (Consultancy)</p> <p>Action 2.2.1.c: Develop Business plans for 10CBEs</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>PCU/KPK/GB</p> <p>PCU/KPK/GB</p> <p>KPK/GB</p> <p>KPK/GB</p> <p>PCU/KPK/GB</p>	<p>Contractual Services Companies</p> <p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p>	<p>8,000</p> <p>8,000</p> <p>12,000</p> <p>10,000</p> <p>5,000</p> <p>16,000</p>
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2.1: Scale 3	(Consultancy)						Services Companies	
<p>[Desc: At least 20 villages and 10 valleys receive training on the business and technical skills needed for successful CBE establishment &amp; participation in voluntary certification schemes]</p>	<p><b>Activity Result 2.3.1: One national and 4 CBES Business Alliances established for collective/preferential marketing of Certified NTFPs</b></p>	X	X	X	X	X	72100 Contractual Services Companies	50,000
<p>2.2: 20</p>	<p>Action 2.3.1.a: Equip CBES with improved technology/tools (equipment for processing of NTFPs Products)</p>	X	X	X	X	X	72100 Contractual Services Companies	16,000
<p>2.3: Scale 3</p>	<p>[A mechanism for coordinated delivery of technical, financial and market advisory services to CBES in place and being used effectively by CBES for business planning and development]</p>	X	X	X	X	X	72100 Contractual Services Companies	1,000
	<p>Action 2.3.1.c: Establishment of NTFP processing unit for NTFPs at divisional level</p>	X	X	X	X	X	72100 Contractual Services Companies	17,000
	<p>Action 2.3.1.d: Development of one trout fish farm for improving livelihood/earning of CBES on 50% cost sharing basis (Consultancy)</p>	X	X	X	X	X	72100 Contractual Services Companies	
	<p>Action 2.3.1.e: Formation</p>							



<p>Agreements developed and extent to which these are effectively executed and successfully integrated into valley conservation plans.</p> <p>[Scale = 1. Not at All; 2. CBEs conservation and SRU Agreements are developed but not integrated into valley conservation plans; 3. CBEs conservation and SRU Agreements are developed and partially integrated into valley conservation plans; 4. CBEs conservation and SRU Agreements are developed and integrated into valley conservation plans to a significant extent; 5. CBEs conservation and SRU Agreements are developed and fully integrated into valley conservation plan]</p>	<p><b>Valley Conservation Plans</b></p> <p>Action 3.1.1.a: Sign agreements for Conservation and Sustainable Resource Use (Ten SRU Agreements)</p> <p>Action 3.1.1.b: Develop management plans for NTFP species in both conservancies (Four plans thru consultant)</p> <p>Action 3.1.1.c: Development of Participatory land use plans (Two plans thru consultant)</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>PCU</p> <p>KPK/GB</p> <p>KPK/GB</p>	<p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p>	<p>7,000</p> <p>8,000</p> <p>4,000</p>
<p>3.2: Number of collaborative forest and NRM management initiatives developed and implemented by State Forestry departments and local communities</p> <p>3.3: Extent to which the developed monitoring system for community-based adaptive management of CBEs effectively enhance community ownership and ensure transparency</p> <p>[Scale = 1. Not at All; 2. To a very partial extent; 3. To some extent; 4. To a significant extent; 5. To full extent]</p> <p><b>Baseline:</b></p> <p>3.1: Scale 1</p> <p>[Desc: SRU Agreements for individual NTFP have not been embedded into the broader conservation</p>	<p><b>Activity Result 3.2.1:</b></p> <p>No target for 2016</p> <p><b>Activity Result</b></p> <p>3-3.1: Participatory Monitoring protocols for 10 CBEs developed for community-based adaptive management</p> <p>Action 3.3.1.a: One Field Training on Monitoring of sustainable utilization/protocol of</p>	<p></p> <p></p> <p></p>	<p></p> <p></p> <p></p>	<p></p> <p></p> <p></p>	<p></p> <p></p> <p>KP/GB</p>	<p>72100 Contractual Services Companies</p>	<p>6,000</p>



<p>agreements]</p> <p>3-2:0</p> <p>[Desc: There is no collaborative forest management in the country]</p> <p>3-3:Scale 1</p> <p>[Desc: Not at all]</p> <p><b>Target:</b></p> <p>3-1:Scale 3</p> <p>[Desc: At least 2 specific and quantifiable priority conservation measures included in 10 CBEs Conservation &amp; SRU Agreements and integrated into the relevant Landscape Conservation Plans (LCPs)]</p> <p>3-2: 1</p> <p>[Desc: At least one collaborative forest management developed and under implementation in one conservancy]</p> <p>3-3: Scale 3</p> <p>[Desc: To some extent]</p>	<p><b>NTFPs</b></p> <p>Action 3-3.1.b: Develop harvest protocol for selected NTFPs 10 species</p> <p>X</p> <p>Action 3-3.1.c: Develop, refine and test biodiversity monitoring indicators for the project</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>KP/GB</p> <p>KP/GB</p>	<p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p>	<p>7,000</p> <p>6,000</p>												
<p><b>Output 4. Strengthened institutional capacity for scale up and replication of CBEs</b></p> <p><b>Indicators:</b></p>	<p><b>Activity</b></p> <p>4.1.1: Targeted capacity of 4 institutions to Market and business risk</p>																	

<p>4.1: Extent to which the capacity development of key institutions has been effective in providing technical and business support services to CBEs. [Scale = 1. Not at All; 2. To a very partial extent; 3. To some extent; 4. To a significant extent; 5. To full extent]</p> <p>4.2: Extent to which project knowledge and lesson learnt have been systematically analysed, strategically documented for different audiences and shared regionally, nationally and globally [Scale = 1. Not used; 2. Limited Use; 3. Moderately used; 4. Extensively used]</p> <p><b>Baseline:</b></p> <p>4.1: Scale 1</p> <p>[Desc: Targeted institutions and agencies have considerable capacity in their sectors/ focus areas but limited expertise in supporting biodiversity-friendly, commercially competitive enterprises]</p> <p>4.2: Scale 1</p> <p>No mechanism in place to effectively manage and share project knowledge and lessons learned exist as the project has not started implementation]</p> <p><b>Targets:</b></p> <p>4.1: Scale 3</p> <p>[Desc: Targeted capacity development of at least 4 major partner national organizations/government</p>	<p><b>analysis enhanced</b></p> <p>Action 4.1.1.a: Strengthening of coordination with other institutions for sensitization to support CBEs in NTFP management (Day session)</p> <p>Action 4.1.1.b: Linkages established through academia supporting short-term field training</p> <p>Action 4.1.1.c: Augment project resources through attracting donors for securing financial support required to strengthen the project/CBEs</p> <p>Action 4.1.1.d: Follow up meetings with universities for the extended technical support to CBEs for NTFPs production.</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>KPK/GB</p> <p>PCU/KPK/GB</p> <p>KPK/GB</p> <p>KPK/GB</p>	<p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p> <p>72100 Contractual Services Companies</p>	<p>2,000</p> <p>6,000</p> <p>6,000</p> <p>200</p>	<p>GEF</p>	<p>ACTIVITY RESULT 4.2.1: Project knowledge and lessons systematically</p>
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<p>agencies to support certified NTFP production by CBEs in northern Pakistan, including KP and GB Forest Deptt., AKRSP, SRSP, PFI, MoNFSR</p>	<p>analysed, documented and shared with key stakeholders</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>KPK</p>	<p>72100 Contractual Services Companies</p>	<p>6,000</p>
<p>Mechanism for providing coordinated support to communities agreed and implemented by key partners willing to provide on-going support to communities for CBE development and certified NTFP production</p>	<p>Action 4.2.1.a: Development of booklet on NTFPs of Khyber Pakhtunkhwa and Gilgit-Baltistan (Consultancy)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>PCU/KPK/GB</p>	<p>72100 Contractual Services Companies</p>	<p>10,000</p>
<p>Committed budgetary support from the partnership of organizations to provide capacity development to communities for CBE scale up and replication]</p>	<p>Action 4.2.1.b: Organize national Ethno-botanical workshop</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>PCU/KPK</p>	<p>72100 Contractual Services Companies</p>	<p>6,000</p>
<p>4.2: Scale 3</p>	<p>Action 4.2.1.c: Establishment of NTFP information centre in Malakand Forest Region in the existing NTFPs building</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>PCU</p>	<p>72100 Contractual Services Companies</p>	<p>4,000</p>
<p>[Desc: a) Community to community learning facilitated by arranging for non-project villages to visit successful CBEs.</p>	<p>Action 4.2.1.d: Project knowledge and lessons systematically analyzed, documented and shared with key stakeholders (two case studies through consultant)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>PCU/KPK/GB</p>	<p>72100 Contractual Services Companies</p>	<p>15,000</p>
<p>b) Project knowledge and lessons shared across northern Pakistan through the Valley and Conservancy Management Committees AKRSP, Sarhad RSP and AKRSP</p>	<p>Action 4.2.1.e: Exposures of forest department government officers/CBEs members/NTFP staff at national and international level (exchanges and participation in trade fairs)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>c) One national conference organized through the Business &amp; Biodiversity Round Table to share project knowledge &amp; lessons learned with key national stakeholders</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>







Market demand for biodiversity friendly non-timber forest products (NTFP) stimulated	production use within private sector in Pakistan through BBRT	production of NTFPs within the private sector	include reference in their CSR policy to preferential buying of certified NTFP from project areas	herbal pharmaceutical companies, CBE and project reports		RPCs	increasingly supportive of sustainable NTFP production
	2. Number of voluntary NTFP certification systems established	No opportunity for private sector to preferentially buy sustainably produced wild NTFP as no certification systems exist	Voluntary certification schemes for Sustainable production established for at least 2 NTFP including: a) Chilghoza pine nuts; b) Morel mushrooms	The approved schemes	Annually	NPC	Govt supports development and use of NTFP certification as a tool for biodiversity conservation & mountain livelihoods development
	3. Number of alliances with national & international buyers representing preferential markets for certified biodiversity-friendly NTFP from project CBEs	No mechanism of preferential trade of certified NTFPs from the project area	At least 10 operational alliances with international and national buyers representing preferential markets for certified biodiversity-friendly NTFP from Northern Pakistan	CBE & project reports	Quarterly	NPC/RPCs /M&E Specialist	Markets for biodiversity-friendly NTFP remain resilient to impacts of global economic downturn & other external shocks
	4. Revised regulatory framework for NTFP collection & trade	No comprehensive regulatory framework for NTFP collection & trade. A few special rules for some products.	A comprehensive regulatory framework for NTFP collection & trade that supports sustainable NTFP production	The regulatory framework	Annually	NPC/RPC	Govt continues to support revision of regulatory framework to strengthen sustainable use of NTFPs
Project Output 2: Strengthened capacity of local community to produce and market biodiversity-friendly products	1. Number of conservancy villages & valleys receiving support for CBE development & management	Conservancy villages have experience of forming new village institutions and understanding of biodiversity conservation & SRU principles & a few have experience of enterprise development, but none have experience of certified sustainable production of NTFP	At least 20 villages and 10 valleys receive training on the business and technical skills needed for successful CBE establishment & participation in voluntary certification schemes	Training reports, CBE reports	Quarterly	M&E Specialist	Communities see value in establishing CBEs & participating in certification schemes
	2. Number of operational CBEs with approved business plans participating in voluntary	All Valleys have Valley Conservation Plans and Valley Conservation Funds. Some have community-based trophy hunting	At least 20 CBEs with approved business plans participating in one or more NTFP voluntary certification	CBE business plan and Valley conservation Committee	Annually	M&E Specialist/ RPC and NPC	Business & technical capacity development of communities & development / adoption of NTFP certification

	NTFP certification schemes	enterprises. There is no community-based certified NTFP production	schemes	Record				system proceeds in a smooth & timely fashion
Project Output 3: Positive biodiversity linkages strengthened at landscape level through CBE Conservation and Sustainable Resource Use (SRU) agreements	3. Community access to relevant technical, financial and market information services for CBE development	No extension services currently available to communities for biodiversity business planning or sustainable, commercially viable NTFP production	A mechanism for coordinated delivery of technical, financial and market advisory services to CBEs in place and being used effectively by CBEs for business planning and development	CBE reports, business plans and project reports	Quarterly	M&E Specialist	200	Key govt., private sector, research institutions and relevant non-govt. agencies able to coordinate effectively and provide CBEs with integrated advisory services to enhance their capacity and competitiveness
	1. Number of specific biodiversity conservation measures successfully implemented by project CBEs at landscape level under their Conservation and SRU Agreements	Some biodiversity conservation measures are being implemented under Village and Valley Conservation Plans, which will not be duplicated in this project	At least 2 specific and quantifiable priority conservation measures included in each of the 20 CBEs Conservation & SRU Agreements and integrated into the relevant Landscape Conservation Plans (LCPs).	The conservation agreements and relevant LPCs	Quarterly	M&E Specialist	300	Communities derive sufficient value from participating in CBEs and certification schemes to honor Conservation & SRU agreements
Project Output 4: Strengthened	2. Number of collaborative forest management initiatives developed and implemented by State Forestry departments and local communities	Not applicable as there is no collaborative forest management in the country.	At least one collaborative forest management developed and under implementation in every conservancy	The collaborative Management plan and regular progress reports	Annually	M&E Specialist	400	Communities and State forest agencies find collaborative management mutually beneficial
	Number of community-based assessments of CBE performance, including economic and conservation benefits generated	Not applicable as CBEs do not exist yet. However, there is precedent of such assessments developed through MACP and continued through PMAC in relation to reviews of Valley Conservation Plans by concerned villagers	Annual participatory community-based assessments of CBE performance used together with project monitoring and any other assessments to adapt individual CBE management, including implementation of business plan and Conservation & SRU Agreement	Assessment reports, CBE, project reports, Valley Conservation Committee records	Annually	M&E Specialist	400	Practical monitoring and assessment protocols developed by project together with local communities are implemented systematically
	1. Number of key institutions and agencies	1a) Targeted institutions and agencies have considerable	1a) Targeted capacity development of at least	1a) Training	Quarterly	M&E Specialist/	500	National & provincial government departments,



<p>institutional capacity for scale up and replication of CBEs</p>	<p>with capacity to provide coordinated support to mountain communities wishing to establish CBEs and participate in certified sustainable NTFP production</p>	<p>capacity in their sectors/ focus areas but limited expertise in supporting biodiversity-friendly, commercially competitive enterprises  1b) No mechanisms exist for coordinated delivery of extension services  1c) There is no partnership yet and hence no budgetary support for CBE scale up &amp; replication other than through the co-financiers of this project (Mo CC/ &amp; UNDP)</p>	<p>4) major partner national organizations/government agencies to support certified NTFP production by CBEs in northern Pakistan, including KP and GB Forest Deptt., AKRSP, SRSP, PFI, MoNFSR  1b) Mechanism for providing coordinated support to communities agreed and implemented by key partners willing to provide on-going support to communities for CBE development and certified NTFP production  1c) Committed budgetary support from the partnership of organizations to provide capacity development to communities for CBE scale up and replication</p>	<p>reports  1b &amp; c) CBE Association records, Reports, written document on coordination mechanism endorsed by participating partners</p>	<p>RPCs</p>	<p>private sector and rural development and conservation NGOs continue to see value of sCBEs as a means of generating biodiversity and livelihood-related benefits</p>
<p>2. Number of dedicated follow up activities to systematically analyze, document and disseminate project knowledge and lessons learned regionally, nationally and globally</p>	<p>No project knowledge or lessons exist as the project has not started implementation</p>	<p>2a) Community exchanges facilitated by arranging for non-project villages to visit successful CBEs.  2b) Project knowledge and lessons shared across northern Pakistan through Valley/Conservancy Management Committees AKRSP, SRSP and A/KRSP  2c) One national conference organized through Business &amp; Biodiversity Round Table to share project knowledge &amp; lessons learned with key national stakeholders</p>	<p>2a) Community feedback, CBE reports, Project reports  2b) Project reports  2c) Conference proceedings</p>	<p>Quarterly and Annually</p>	<p>M&amp;E Specialist/ RPCs and NPC</p>	<p>Project staff and partners committed to ensuring systematic capture, analysis, documentation and sharing of project knowledge and lessons during implementation</p>



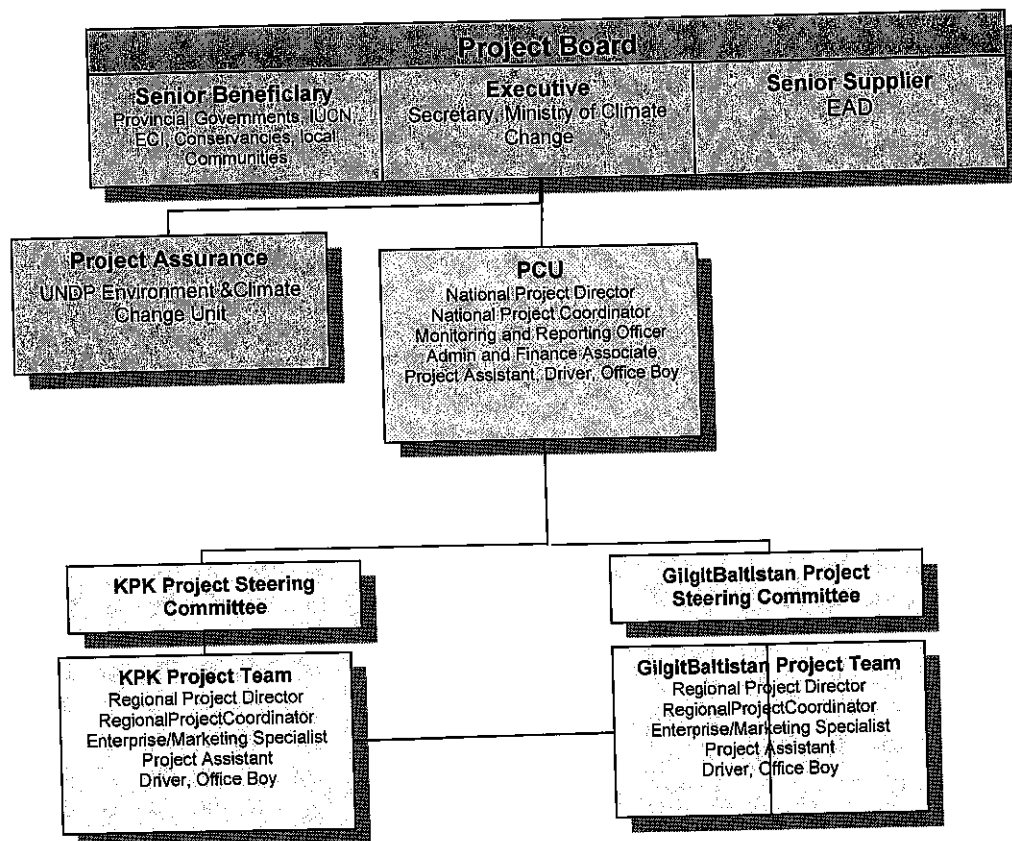




**V. Management Arrangements:** The project will be implemented by the Ministry of Climate Change, Government of Pakistan together with the Environment/Forest Departments of Khyber Pakhtunkhwa and Gilgit-Baltistan. The implementation will be carried out while following UNDP guidelines for nationally implemented projects (NIM). The Implementing partners (IPs) will be accountable to UNDP for the disbursement of funds and the achievement of the project objective and outcomes, according to the approved work plans. In particular, the IPs will be responsible for the following functions:

- Coordinating various activities to ensure delivery of agreed outcomes/ related outputs;
- Certifying expenditures in line with approved budgets and work-plans;
- Facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs;
- Coordinating interventions financed by GEF/UNDP with other parallel interventions;
- Approval of TORs for consultants and bid documents for sub-contracted inputs; and
- Reporting to UNDP on project delivery and impact.

A Project Coordinating Unit (PCU) will be established, based in Islamabad, which will be responsible for coordinating the effective management and timely implementation of the Project. The PCU will work in coordination with Climate Change and other implementing partners. **UNDP Support Services** UNDP will provide support in establishment and operationalization of the Project Coordination Unit and Provincial Project Offices. The overall management structure of the project is shown below:



**Project Board:** A Project Board (PB) will be set up at the inception of the project to coordinate, facilitate and monitor the project delivery according to the annual work plans. The Chair of the Board will be the Secretary, Climate Change Division. Members of the Project Board will include representatives from UNDP, Economic Affairs Division (EAD), Ministry of Agriculture, CITES Authority in Pakistan, Khyber Pakhtunkhwa Environment Department, Gilgit-Baltistan Forest and Wildlife Department, Herbal Pharmaceuticals, Trade Development Authority of Pakistan, IUCN, and representatives of CBEs and other Community-based Organizations from the Project Area (CBOs). The PB will meet at least once a year and will be convened and supported logistically by the PCU. The PB will be responsible for making strategic

decisions, including approval of annual work plans and budgets and any major revisions to the approved project design.

The Board will also provide guidance regarding the technical feasibility of the project, and ensure the realization of project benefits to the project beneficiaries. Specifically the Board will be responsible for:

- a) achieving co-ordination among the various government agencies;
- b) guiding the program implementation process to ensure alignment with national and local statutory planning processes and sustainable resource use and conservation policies, plans and conservation strategies;
- c) ensuring that activities are integrated with other developmental initiatives in the country;
- d) overseeing the work being carried out by the implementation units, monitoring progress and approving reports;
- e) Overseeing the financial management and production of financial reports; and monitoring the effectiveness of project implementation.

The Board contains three distinct roles, including:

- The Executive will be from the Climate Change Division to represent the project ownership and to chair the group;
- The Senior Resource Provider will be UNDP who represents the interests of the parties concerned, provides funding for specific cost sharing projects and technical expertise to Project, and whose primary role is to provide operational guidance for project and provide a quarterly review and approval of the work plan and budget; and
- The Senior Beneficiaries will be the Provincial Governments, IUCN, Conservancies, and local Communities. The primary function of these Senior Beneficiaries within the Board is to ensure the realization of project results for their respective components.

**National Project Director:** The Climate Change Division will appoint, in consultation with UNDP, a National Project Director (NPD), from within Climate Change Division as per the PCM guidelines. The NPD will be responsible for overall coordination of the project implementation and ensuring that the project objective and outcomes are achieved. This function is not funded through the project. The NPD, assisted by the National Project Coordinator, will report to the Project Board on project progress. The NPD also will be responsible for coordinating the flow of results and knowledge from the project to the Project Board. The NPD together with the NPC will be responsible for the transfer of funds to the provinces/regions and other implementing partners.

**The Project Coordination Unit (PCU):** Day to day project coordination at the federal level and liaison with the provincial offices and relevant organizations will be carried out by the PCU. The PCU will comprise of (1) a Project Coordinator, (2) Admin and Finance Associate; and (3) a Biodiversity Specialist.

The role of the PCU will be to:

- ensure overall project management, implementation, monitoring and reporting in line with UNDP rules on managing UNDP/GEF projects;
- facilitate communication and networking among key stakeholders;
- organize the meetings of the Project Board; and
- Support project field teams

**The National Project Coordinator** The Project Coordinator is responsible for overall coordination and supporting the implementation of the project according to the course laid down by the Project Board. The Project Coordinator's prime responsibility is to support the provincial teams and other implementing partners such as IUCN, etc. in ensuring that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Responsibilities include the preparation of progress reports which are to be submitted to the members of the Project Board. The Project Coordinator will also coordinate directly with relevant staff of UNDP Pakistan's Environment & Climate Change Unit. A quarterly meeting between UNDP and the project management team will be held to regularly monitor the planned activities and their corresponding budgets in the project's Annual Work Plan (AWP). The National Project Coordinator will also supervise the progress/performance of the Regional Project Coordinators.

**Technical Assistance:** The project is testing new approaches linking business with biodiversity, and working in the areas of corporate social responsibility, green enterprise development and support and NTFP voluntary certification systems, areas in which there is some national technical expertise. However, this will need to be periodically supplemented with external targeted assistance from experts in the areas mentioned above. The technical assistance needs will be met through output based agreements with the best qualified persons, government agencies, NGOs or private firms selected through standard UNDP procedures for capacity assessment.

**The Provincial Steering Committees:** These bodies are set-up in both Khyber Pukhtoonkhwa and Gilgit-Baltistan. In Gilgit-Baltistan the Committee is headed by the Secretary Forest whereas in Khyber Pukhtoonkhwa the Secretary Environment is chairing the Committee. The Committees supervise and monitor the overall performance of the project in the respective province. An important function of these bodies is to approve the grants as seed capital of the CBEs for establishing NTFP enterprises according to the stipulated grant processing procedures laid down under the project. The Committees are responsible for the approval of the annual work plan and budget of the project in the province, beside progress scrutiny. The Committees present the progress and annual plans of the province at the Project Board. The provincial Committees also approve the Valley Conservation Plans and approve the CBE business plans and Conservation Agreements. The provincial Committees include the representatives from UNDP, Climate Change Division, IUCN, Forests departments, members of the Valley Conservation Committees, other relevant NGOs and Private Sector.

Two **Provincial Project Teams** are established, one in Khyber Pakhtunkhwa and one in Gilgit-Baltistan headed by Regional Project Director (RPD) who is a Government employee, not funded through the project. The teams have primary responsibility for implementing project activities in the target conservancies. Each team is comprised of Coordinator, who is reporting to both the RPD and NPC. The Provincial Teams play a critical role in coordinating with key government officials at provincial level, notably the Chief Conservator of Forests, Conservator or Chief Conservator of Wildlife, heads of other important line agencies, the Rural Support Programmes, NGOs and Private Sector. The Provincial Project Teams also work closely with the Conservancy Management Committee and the Valley Conservation Committees and the Village Conservation Committees in the areas where CBEs are established.

**The Project Assurance** function is performed by UNDP Pakistan Environment and Climate Change Unit. The function supports the Project Board by carrying out objective and independent project oversight and monitoring functions. The role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the National Project Coordinator; therefore the Project Board cannot delegate any of its assurance responsibilities to the National Project Director or the National Project Coordinator.

**Funds Transfer/Financial Flow:** UNDP transfers the funds to the PCU according to the approved work plan and upon the submission of the progress reports. The funds are then disbursed to the provinces and other relevant partners according to their approved plans, whereas subsequent tranches are made available on quarterly basis upon submission of the progress and financial reports.

#### ***Audit Arrangements***

Regular audits are conducted following UNDP Financial Regulations and Rules and related audit policies.

***Agreement on intellectual property rights and use of logo on the project's deliverables:***

To accord proper acknowledgement to GEF for providing funding, a GEF logo will appear on all relevant GEF project publications. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF. The UNDP logo should also be present in all publications along with GEF logo.

In line with the United Nations reform principles, especially simplification and harmonization, the Annual Work Plan will be operated with the harmonized common country programming instruments and tools, i.e. the UNDAF results matrix, M&E and the Harmonized Approach to Cash Transfer (HACT). At the day-to-day operational level, ATLAS will be used for keeping track of timely and efficient delivery of the activities and or effective financial monitoring under the Annual Work Plan.

## 6. MONITORING AND EVALUATION PLAN AND BUDGET

Project monitoring and evaluation (M&E) is conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office with support from the UNDP/GEF Regional Coordination Unit. The Project Results Framework (Section 3) provides performance and impact indicators for project implementation along with their corresponding means of verification. Additionally the Tracking Tool for GEF Biodiversity SO<sub>2</sub> projects has been completed and will be updated during the Mid-Term and Terminal Evaluations.

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## VI. PLANNING, MONITORING AND REPORTING

The project will follow the following planning, monitoring and reporting cycle during the year.

Timeline /Target Date	Activity	Primary Responsibility
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## VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the Supplemental Provisions to the Project attached hereto and forming an integral part hereof, as "the Project Document"

### Alternative A [where the Implementing Partner is a government agency (NIM) or an NGO/IGO]

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. To this end, 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 the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>1</sup>.

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/sc/committees/1267/aa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aa_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

### Alternative B [where the Implementing Partner is UNDP (DIM), the UN, a fund/programme of the UN, or a UN agency]

[UNDP] [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

[UNDP] [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]<sup>2</sup> [UNDP funds received pursuant to the Project Document]<sup>3</sup> 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/sc/committees/1267/aa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aa_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

<sup>1</sup> Use bracketed text only when IP is an NGO/IGO

<sup>2</sup> To be used where UNDP is the Implementing Partner

<sup>3</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

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## ANNEXES

- Annex 1: Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)
- Annex 2: Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project
- Annex 3: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- Annex 4: Cost sharing agreements signed with donors/government (if any)
- Annex 5: Project cooperation agreements signed with NGOs (if any)
- Annex 6: Agreements between the Implementing Partner and Responsible Parties (Government entities, NGOs, etc)
- Annex 7: Terms of Reference for key project personnel should be developed and attached

## OFFLINE RISK LOG

(see Deliverable Description for the Risk Log regarding its purpose and use)

Project Title:		Award ID:			Date:				
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted/ updated by	Last Update	Status
1	Political instability and deterioration in security and law and order situation lead to temporary internal displacement of local communities and disruption of project activities	September 2012	Political	As such the project will not suffer as the field implementation lies with other government responsible partners. The project may observe temporary dead lock if the situation becomes worst. Enter probability on a scale from 1 (low) to 5 (high) P = 3  Enter impact on a scale from 1 (low) to 5 (high) I = 3	This is a potential risk in parts project area. UNDP has considerable experience of operating under such conditions in Pakistan. Thus, based on lessons learnt from UNDP's work, including other UNDP-GEF projects, should the security situation deteriorate, the project will make greater use of local institutions for field implementing, which will anyway be carried out primarily through other government projects/ Umbrella NGOs (RSPs). In the worst case scenario, the project would temporarily suspend activities in affected areas.	National Project Coordinator	National project Coordinator	January 05, 2014	No Change
2	Conflicting interests among resource users in some project sites could undermine the feasibility of BD-friendly production and effective regulation of resource	September 2012	Social	As such the impact of this particular risk may not be that high as the increasing awareness among the community institutions seems to be a positive element.	All community stakeholders have been extensively consulted during the PPG phase. The project shall focus on putting in place regulatory frameworks that define adequately the conditions of collection and trade of	National Project Coordinator	National project Coordinator	January 05, 2014	No Change

<p>management while competition from business as usual production in non project areas may create marketing issues</p>	<p>P = 2 I = 2</p>	<p>MAPs and forge alliances at the local and national level (output 1.3) to ensure that project interventions are locally acceptable and owned by local resource users. The project will also pay attention to the traditional knowledge and tenure rights of the local communities in the design and implementation of project activities.</p> <p>The project will also work to strengthen negotiation channels and conflict resolution mechanisms, as well as raising awareness of the mutual benefits of collaboration between resource user groups and support community business capacities</p>	<p>Natural Project Coordinator</p>	<p>National project Coordinator</p>	<p>January 05, 2014</p>	<p>No Change</p>
<p>3</p>	<p>Natural catastrophic event like earthquakes and extreme weather events such as floods may cause major damage to life and property in a project site</p>	<p>September 2012</p>	<p>Natural</p>	<p>Implications of such natural disasters may not be severe as communities in the project areas have already been sensitized through other government agencies to cope with such disasters.</p> <p>The project's interventions to help reduce the vulnerabilities through development of alternative and biodiversity based enterprises is expected to support local communities deal with such catastrophic events. Besides local enhanced</p>		

	<p>P=3 I=2</p>		<p>capacities through the support to local institutions through the project and the government programme MAC is expected to increase their coping capacities. The project also proposes to address this risk by building a better understanding on the impacts of climate change and integrating climate change impacts in better extension service delivery (outcome 3)</p>		<p>National project Coordinator</p>	<p>January 05, 2014</p>	<p>No Change</p>
<p>4</p>	<p>Development of standards and building institutional capacity for third party certification may prove to be a lengthy process and affect stakeholder interest</p>	<p>Institutional</p>	<p>There is no reservations in the circle of relevant government and private sector initiatives so the impact may be negligible</p> <p>P=2 I=1</p>	<p>Stakeholders and institutions have been consulted on this during the design of the project. The project will effectively monitor the process and share information on the process and progress with the local stakeholders</p>	<p>National Project Coordinator</p>	<p>September 2012</p>	<p>No Change</p>
<p>5</p>	<p>Climate variability and human-induced climate change may adversely impact NTFP populations making some CBEs economically unviable</p>	<p>Anthropogenic</p>	<p>The project will adopt a detailed biological threshold for harvest.</p> <p>P=2 I=1</p>	<p>Project is initially targeting NTFP that are relatively abundant and resilient to the impacts of climate variability. CBEs will undertake regular monitoring to establish productivity, yield, regeneration and other ecological parameters relevant to sustainable</p>	<p>National Project Coordinator</p>	<p>September 2012</p>	<p>No Change</p>

6	<p>Certified sustainable production of NTFP does not generate enough profits to change the individual and community cost-benefit calculus in favor of sustainable use and biodiversity conservation over other forms of resource use that degrade biodiversity.</p>	September 2012	Economic	<p>The probability of this particular threat may not be as severe as communities in the project area very marginalized and due to extreme poverty, value added NTFPs is viewed as a major economic gain at the local level.</p> <p>P=2 I= 1</p>	<p>wild harvesting. In the longer-term, climate risk analysis will have to be incorporated into CBE business planning</p> <p>As noted above, only NTFP that are relatively abundant and already being harvested and sold will be targeted initially. Value addition by producers and improved access to markets can be achieved at relatively low cost with capacity development and some infrastructural support. The project will work with other partners to develop a cost-effective certification scheme along the lines of those developed by FSC and others, recognizing the difficulties faced by small producers. The project will provide seed capital to cover initial start up costs of each project CBE and also identify sustainable sources of finance for CBE expansion and/or new CBEs. The high levels of poverty and limited livelihood development opportunities in northern Pakistan are such that even modest profits may go a long</p>	National Project Coordinator	National Project Coordinator	January 2014	No Change
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