

JOINT UN PROGRAMME on ENVIRONMENT

Country: Pakistan

**Programme Title: ENABLING ENVIRONMENT FOR
IMPROVED ENVIRONMENTAL
MANAGEMENT AND DEVELOPMENT**

Joint Programme Component(s):

- Component 1:** Institutional mechanisms for integrated environmental management established and operational
- Component 2:** Integrated programme towards achievement of MDG Target 7C on access to safe water and improved sanitation
- Component 3:** Integrated Natural Resource Management in Demonstration Regions towards the achievement of MDG7A and 7B
- Component 4:** Urban actors having a better understanding of critical urban issues affecting slum dwellers and urban poor in cities including urban issues related to climate change (as a contribution to achieving MDG7D)
- Component 5:** Support for Green Industries, waste management, Energy & Jobs (to contribute to MDG Targets 7A and 7C)

Programme Duration: **2 Years**
Anticipated start day: **1st January, 2009**
Anticipated end day: **31st December, 2010**

Fund Management Option: **Pass-through**

Administrative Agent: **UNDP**

Total estimated budget*: **USD 76,343,743**

Out of which:

1. Funded Budget: **USD 12,060,189**
2. Unfunded budget: **USD 64,283,554**

* Total estimated budget includes both programme costs and indirect support costs

Table of Contents

1. Signature Page	3
2. Executive Summary	4
3. Situation Analysis	5
4. Strategies, including the proposed joint programme	9
5. Beneficiaries and Impacts	16
6. Results and Budgetary Framework	16
7. Management and Coordination Arrangements	16
8. Fund Management Arrangements	19
9. Monitoring, Evaluation and Reporting	20
10. Legal Context or Basis of Relationship	22
11. Work plans and budgets	23
Annexes	
A. Results and Budgetary Framework	24
B. Governance Structure of One UN Pakistan	44
C. Joint Programme Logical Framework	50
D. Acronyms	68

1. Signature Page



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2. Executive Summary

Despite impressive economic figures till early 2008, the social and environmental indicators in Pakistan still portray a less than satisfactory picture. Major part of Pakistan's environment and natural resources are inherently fragile. In agriculture, land and water use, power generation and other key sectors, there are marked limitations to the types and extent of resource uses that can be accommodated before causing long-lasting damage. According to the World Bank's Strategic Country Environmental Assessment (SCEA) 2005, environmental degradation costs Pakistan almost 6% of its GDP (approximately RS. 365 billion) while the gross national savings are reduced to half if one considers the cumulative cost of natural resource degradation, pollution and consumption of fixed capital. The institutional framework to address environmental issues is weak and the environment is not given priority in the national development agenda, nor is it mainstreamed into major policies and Government programmes.

In this context, this Joint Programme aims in This UN Joint Programme Environment (Env-JP) is a logical outcome of the Environment Situation Analysis and the UNDAF Review for Environment carried out in 2007, and the series of consultative meetings held with members of the Environment Thematic Working Group (TWG) and the Government during 2007-2008. Briefly, the Env-JP will help the Government to **strengthen its capacity and service delivery** and will working towards the programme goal of creating an "enabling environment for improved environmental management and development" through implementation of various programme components involving various UN agencies and partners.

The Env-JP comprises five distinct but inter-related Joint Programme Components (JPCs):

- JPC-1: Joint Programme for Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management, Convening UN agency UNDP
- JPC-2: Joint Programme for Integrated Programme on Access to Safe Water and Improved Sanitation, Convening UN Agency UNICEF
- JPC-3: Joint Programme for Integrated Natural Resource Management in Demonstration Regions, Convening UN Agency UNDP
- JPC-4: Joint Programme for Sustainable Urbanization in Eight Secondary Cities, Convening UN Agency UN-HABITAT
- JPC-5: Joint Programme for Green Industries, Industrial Waste Management, Energy and Green Jobs, Convening UN Agency UNIDO

The Env-JP is in line with and contributes to the achievement of the objectives of the UNDAF Review for Environment and key national policies and priorities. It also supports Pakistan fulfil international obligations as a signatory to major environmental treaties and agreements (such as: Goal 7 of the Millennium Development Goals (MDGs) and various UN Conventions). The Env-JP is envisaged to cost a total of US\$ 74,496,000 over a period of two years, starting on January 1st 2009 with the possibility of going beyond 2010.

Env-JP will be managed by a federal level Joint Programme Steering Committee (JPSC), the highest decision-making authority for the Joint Programme. The JPSC shall oversee and provide strategic guidance for the implementation of the Joint Programme. JPSC will be assisted by 5 Task Forces, one for each of the 5 Joint Programme Components (JPCs) for Env-JP operational management and implementation support. JPSC shall be co-chaired by the Federal Secretary of Environment and by one of the two UN co-chairs of the UN Environment Thematic Working Group i.e. either UNDP or UNICEF. The JPSC shall also have a Convening Agent (CA) to facilitate programme implementation. Six (6) Provincial Implementation Committees (PICs) would be established, one each in the 4 provinces (including FATA), AJK and Northern Areas, co-chaired by the respective

Additional Chief Secretary (Development) and a representative of a UN agency, to support implementation and execution of all 5 JPCs in the respective province/ area.

The more cohesive One Programme and UN Country Team will be a more effective participant in **policy research, policy advisory, programme preparation, project implementation** and a more powerful advocate of UN policies and values in line with the national priorities of Government of Pakistan. Increased consistency and coherence of policy advocacy and advisory will enable the UN to speak with one voice and to create space for individual agencies to take a more proactive approach to agency-specific policy areas in line with the main objectives of the One UN.

These will be important as the UN increasingly delivers its support at the provinces and districts in program preparation and project implementation on a sustainable basis.

3. Situation Analysis

Economic, social, political, environmental and institutional context

In the recent years, Pakistan performed very well on the economic front and has taken the gross domestic product (GDP) from 4.8% in 2003 to 8.4% during 2005. But, during the past few months a variety of factors have pushed the prices of essential commodities and fuel to unprecedented heights. The deteriorating law and order situation has slowed economic activity leading to rising unemployment and crime.

Despite impressive economic figures, social and environmental indicators still portray a less than satisfactory picture. This is partly attributable to the negative impacts of degraded environment in terms of loss to GDP and human health. According to the World Bank's Strategic Country Environmental Assessment (SCEA) 2005, environmental degradation costs Pakistan almost 6% of its GDP (approx. RS. 365 billion) while the gross national savings are reduced to half if the cumulative cost of natural resource degradation, pollution and consumption of fixed capital are considered. Unfortunately, the burden of all of these stresses and losses is mostly passed on to the poor and vulnerable already living under severe financial, social, economic and environmental constraints. Until recently, environment remained as one of the neglected sectors of the government, limiting improvement in the overall governance of this sector, particularly institutional frameworks; enforcement of environmental laws and legislation and integration into major Government policies and programmes.

Key development and environmental challenges

The implementation of the Env-JP needs to be cognizant of the following major challenges in the Environment sector:

- Well-being of the people of Pakistan depends on the conservation and sustainable use of its land, water, fisheries, air, and biodiversity resources. Major parts of Pakistan's environment and natural resources are ecologically fragile and are being exploited beyond their "maximum sustainable yield".
- The country's natural assets, and the need to ensure that they are protected and used sustainably, are not taken adequately into account in the planning and management of the country's economic growth and development.
- The current nature and pace of development, far from being environmentally sustainable, is probably the root cause of damage to the environment, particularly in the interconnected areas of water, land-use, forests, coastal and marine resources, and biodiversity and ecosystem functions. It is important to address the

underlying causes of environmental degradation and ensure that human activities are ecologically sound and sustainable.

- Apart from the domestic use requirement, the industrial use of land, water, biodiversity and non renewable energy resources is highly inefficient causing losses and aggravating ecosystem degradation and environmental pollution.
- Unplanned and environmentally unsound industrial development and widespread use of chemical pesticides and fertilizers has resulted into air, water and soil pollution effecting human health.
- The deteriorating built-environment in cities and towns requires immediate response in improved urban planning and management; promotion of best practices; better service provision; technologies and infrastructure; and enhanced coordination between multi-stakeholders in sustainable urban development to address the needs of the urban poor.
- The government's work programme and donor aid programmes are generally 'projectised', where more often than not, designed projects are narrowly prescriptive, short-term, input-bound, and are non-participatory blueprint interventions that are ineffective in achieving the desired impacts.
- Mainstreaming of the poor and vulnerable populations, inter alia-refugees and internally displaced population and gender dimensions both in terms of cause and effects-remains a weak area in the public sector programme planning and implementation.
- Lack of a coherent and integrated development framework to guide efforts of all stakeholders to work collectively, efficiently and effectively for common good.
- Lack of a common strategy among the UN agencies to provide support to the government for addressing the range of environment issues in a coordinated and more effective manner.

Following are specific key challenges relating to each of the 5 JPCs of the Env-JP:

Institutional mechanisms for integrated environmental management

- There is a general lack of visible impact, despite the apparent political will in the country, to conserve the environment and to take proactive steps to reverse and halt the on-going phenomenon of environmental degradation.
- The presence of vested groups is also alleged to be the reason that more effective legislation and enforcement in favour of environment is not being undertaken.
- There is increased concern over the state of governance in the environment sector. Thus, institutions, regulations, mechanisms and systems designed with the good intent to preserve the environment have failed to perform at the desired level due to lack of appropriate mandates and, more importantly, lack of commensurate authority.
- The society at large is still unaware of the nature and extent of environmental challenges facing them thus there is no movement or popular support for environment. The absence of this demand from society is cited as one major reason the government does not place environment very high on its active agenda.
- The cost of degraded environment in terms of loss of GDP and the long term economic and financial benefits of improved environment are yet to be understood fully by key decision makers.
- The "business case" for environment (i.e. showing that it makes good economic sense to invest in environmental conservation) is still to be made before it attracts the attention of all major stakeholders, particularly those with authority over resource allocation and strategic decision making.

Integrated Programme on Access to Safe Water and Improved Sanitation

- Pakistan has made considerable progress with approximately 90% and 67% of the population with access to improved water supply and sanitation. However, provincial and urban / rural disparity exists and approximately 50 million people still rely on open defecation.
- Per capita water availability in Pakistan is approximately 1,100 cubic meters per capita, narrowly above the water scarcity level of 1,000 cubic meters and the country is on the verge of becoming water deficient.
- Groundwater pollution and depletion, rapid urbanization and growth of urban slums and squatter settlements and displaced populations further aggravate the situation
- Approximately 70% of the Pakistani population relies on contaminated water sources, and the established health risk associated with its use.
- Lack of safe drinking water and sanitation is implicated in 40% of all disease in Pakistan and approximately 11% of under-five mortality is caused by diarrheal disease.
- 60% of rural schools and health facilities lack safe drinking water supply and sanitation facilities
- Whereas the government policy is committed to bring the provinces into the development mainstream, new investments are seldom pro-poor and W&S investments do not always reach the poor.
- A pro-poor governance framework, with community participation for pro-poor policies and institutions for investments and monitoring is critical to planning, provision and management of water and sanitation services, and accountability of service providers.
- Pakistan is also prone to natural disasters. Water, sanitation and hygiene interventions form an integral part of any humanitarian response.

Natural resources management

- The remote, least developed and rural areas of Pakistan are mostly beset with the major issues of land degradation and rapid depletion of natural resources due to unsustainable harvesting and pressure of migratory and displaced populations particularly in two provinces of Pakistan bordering Afghanistan i.e. NWFP and Balochistan.
- Pollution of water and soil is also on the rise due to drainage of untreated industrial and domestic wastes into water bodies and open lands.
- Indiscriminate use of in-organic pesticides and fertilizers is resulting in the spread of skin diseases, respiratory problems, reproductive disorders, and malignant diseases through direct exposure, consumption of toxic chemicals through contaminated food, water and air pollution.
- Biodiversity both fauna and flora particularly endemic species are under a threat due to illegal-hunting and of wild animals and unsustainable harvesting of various species of forests and medicinal plants, lack of joint management practices, uncontrolled grazing, rangeland degradation, climate change and habitat losses.
- Declining agricultural productivity due to land degradation and loss of soil fertility - for example, 38% of irrigated land is water logged, while 14% is saline. Though salinity can be addressed to a great extent through proper irrigation, drainage and flushing systems, the real issue is sodicity and once Sodium levels are over 17% it is not possible to reclaim degraded lands.
- Destruction of habitat due to the above and other factors (such as high population growth rate, insecurity of tenure and decreasing range of products derived from or based on natural resources), resulting in loss of biodiversity
- Pakistan is experiencing one of the highest rates of deforestation in the world at 4-6% per annum, as per the information provided by the web-site of the South Asia Co-operative Environment Programme (SACEP) of which Pakistan is a state member, This becomes an alarming fact when we take into account the already small area under forest cover i.e. 4% of total land mass of the country.

Sustainable urbanization

- Pakistan is now considered as the most rapidly urbanizing country in Asia according to the World Bank's Pakistan Strategic Country Environmental Assessment 2006. The urban "pull" factor is attracting rural population who is expecting improved living conditions in cities, and the "push" factor is expelling rural population into cities due to lack of social services and an unprecedented rise in the rural poverty; Integration of the migratory and displaced populations in the urban areas is also exacerbating the unsustainable urbanization
- This rapid pace of increasing urban population (also called fast urbanization) has given rise to a series of environmental problems due to the traditional ad-hoc and top-down approach of planning and implementing large scale urban projects, which exacerbate environmental problems, rather than addressing them holistically and integrating environmental concerns with other urban issues
- Lack of well defined property rights is often cited as one of the major causes of environmental degradation
- A vast majority of urban problems are a direct result of rapid and haphazard urbanization and industrialization, while others are a consequence of a combination of inadequate good urban governance, unattended extreme urban poverty and weak institutional capacities and unclear roles and responsibilities among the urban stakeholders at various levels of the public sector as well as within key stakeholders
- While there is no regular system of collecting air quality data in Pakistan, but the limited studies conducted so far show increased air pollution levels (primarily particulate matter which are 6-7 times above the World Health Organization (WHO) guidelines in major urban centres of the country) due to manifold increase in the number of vehicles, emission from industries and burning of municipal waste.
- Solid waste collection and proper disposal system is non existent even in metropolitan cities, let alone secondary and small cities, adds to the environmental health issues

Green industries, waste management, energy and jobs

- A vast majority of industrial units do not use energy efficient and environmental friendly technologies and processes leading to greater pollution and operating costs
- Supply of energy to industry and domestic users is erratic, subject to frequent power cuts with exuberantly high costs. This results in loss of production, unemployment and deteriorating quality of life of the common Pakistani.
- High levels of indoor air pollution in most rural areas due to unsafe burning of biomass fuels (wood, animal dung and crop residue) and use of energy inefficient appliances coupled with lack of proper ventilation, resulting in an increase in respiratory diseases which affects women and children more than men.
- Development of new energy sources has been generally been at a slow pace within the past several years and coherent and meaningful efforts yet to be for the promotion of cost effective renewable energy sources.
- Same is true in case of energy conservation technologies. For instance in the domestic sector there is no established framework and guidelines for the development and promotion of energy saving building materials, and construction;
- Majority of coal reserves in Pakistan have high sulphur and fly-ash content, making its environment-friendly application a costly option.
- Demand-side management (i.e. energy conservation and good housekeeping) is not a common practice in any of sector (domestic, industrial, commercial, agricultural, transport)

- Infrastructure for safe collection and disposal of healthcare and industrial waste is non-existent in almost all industrial and healthcare settings, where untreated industrial waste is released into water bodies and surrounding environment.
- Lack of proper management of healthcare waste resulted in dramatic increase Hepatitis-B and HIV infections, (WHO estimates around 10-13 million people presently infected with Hepatitis-B)

4. Strategies, including lessons learned and the Proposed Joint Programme

4.1 Background/context:

The UN Joint Programme on Environment is a logical outcome of the Environment Situation Analysis and the UNDAF Review for Environment carried out in 2007, and the series of consultative meetings held with members of the Environment Thematic Working Group (TWG)-(FAO, ILO, UNDP, UNEP, UNESCO, UNFPA, UNHABITAT, UNHCR, UNICEF, UNIDO, WHO), the Government and the civil society organizations during 2007-2008. It comprises of the following 5 Joint Programme Components (relevant UN Convening Agency/CA is mentioned in brackets):

- 1) Institutional mechanisms for integrated environmental management (UNDP)
- 2) Integrated Programme on Access to Safe Water and Improved Sanitation (UNICEF)
- 3) Natural resources management (UNDP)
- 4) Sustainable urbanization (UN-HABITAT)
- 5) Green industries, waste management, energy and jobs (UNIDO)

The Env-JP is in line with and contributes to the achievement of the objectives of the UNDAF Review for Environment and key national policies and priorities. These include Pakistan's Poverty Reduction Strategy Papers (PRSP), Medium-term Development Framework (MTDF), the National Environment Policy, National Environment Action Plan, National Sanitation Policy, draft Rural Development Strategy of Pakistan, draft Forest Policy, draft National Drinking Water Policy, Labour Protection and Inspection Policies, draft National Employment Policy and National, Provincial and District level Conservation Strategies. The Env-JP will work to support Pakistan fulfil its international obligations as a signatory to major environmental treaties and agreements, including the Millennium Development Goals (MDGs), the UN Convention on Bio-Diversity, UN Framework Convention on Climate Change, UN Convention on Desertification, among others. The Env-JP has been developed to ensure that all initiatives and activities are pro-poor and gender sensitive with particular consideration being given to the marginalized and vulnerable segments including displaced populations in the country. This is in line with the UN Convention on Human Rights and other conventions related to the rights of children, minorities, persons with disabilities and indigenous people.

The UN agencies UNDP and UNICEF co-chair the Environment TWG. In addition to the UN agencies committed to the Env-JP as well as members of the various committees proposed to be set up for effective governance, management and implementation of the Env-JP (see section 6 below), the following stakeholders and mechanisms are also expected to contribute to the achievement of this Joint Programme through complementary programmes and projects which are directly or indirectly related to the outcomes of the Env-JP:

Federal Government

- Ministries of Environment, Local Government and Rural Development, Water and Power, Communications, Science and Technologies, Education, Agriculture, Industries and Production, Labour, Housing and Works and Health, and the Planning Commission;
Specialized agencies (such as: National Agriculture Research Council (NARC), Pakistan Agriculture Research Council (PARC), Pakistan Council for Research in Water Resources (PCRWR), PFI, Energy Conservation (ENERCON), Alternate Energy Development Board (AEDB), Pakistan Council of Renewable Energy Technologies (PCRET), Global Change Impact Studies Centre (GCISC), Pakistan Standards and Quality Control Authority (PSQCA), and Pakistan National Accreditation Council (PNAC) etc.)
- Specific institutions for the enforcement and implementation of National Environmental Policy, Environment Impact Assessment (EIA) Regulations, National Conservation Strategy, directives of the Pakistan Environmental Protection Committee (PEPC), National Forest Policy, National Sanitation Policy, National Water Policy, National Energy Policy, among others. These institutions include the Environmental Protection Agencies (EPAs), Environmental Tribunals, Offices of Inspector General of Forests and Alternative Energy Development Board (AEDB);
- Specially mandated agencies related to the cross-cutting themes of the UN Reform Delivering as One, including the Ministry of Women Development and Ministry to State Affairs and Frontier Regions (SAFRON).

Provincial Governments

- Departments of Local Government and Rural Development, Forest and Wildlife, Irrigation and Power, Industries, Agriculture and, Health,
- Provincial Planning & Development Department, Municipality,
- Specialized agencies (such as Water and Sanitation Agency (WASA), Public Works Department (PWD), Provincial Irrigation and Drainage Authority (PIDAs), etc.)
- District and City governments
- Implementation of provincial and district conservation strategies

Donors

- World Bank
- Asian Development Bank (ADB)
- European Union (EU)
- Royal Netherlands Embassy (RNE)
- Department for International Development (DFID)
- German Technical Cooperation (GTZ)
- Swiss Agency for Development and Cooperation (SDC)

Civil society

- Scores of medium to small non-governmental organizations (NGOs) and Civil Society Organizations (CSOs) working across the country on topics relevant to Environment in general and the 5 components of the Env-JP in particular.
Larger NGOs/ IGOs, such as, International Union for Conservation of Nature (IUCN), World Wide Fund (WWF), LEAD-Pakistan, Aga Khan Development Network (AKDN).

Private Sector Organisations

- Local and multi-national entities
- Private sector coalition bodies e.g. Pakistan Textile Mills Association (APTMA)
- Employers and Workers Organizations

Research, Academia and Media

- Research institutes at Federal and Provincial levels, universities and print and electronic media

There are only a small number of government ministries, departments and agencies working directly in the Environment sector in general but the number of similar entities in the public sector working on in areas relevant to the 5 components of the Env-JP is larger. Similarly, only a small number of donors and CSOs work in the environment sector. Almost all major government department, donors and CSOs have been made part of the governance, management and implementation regimes of the Env-JP as detailed sections 5 and 6.

4.2 Lessons Learned:

Conceptualizing, developing and implementing various projects and activities through more than one UN agency and multiple other stakeholders is a major departure from the past and is expected to be the single most important challenge in the initial period of this JP. However, this newly defined Programme is well poised to ensure greater impacts through the deployment of collective experience and resources of several partners who share a common goal. Thus, a more focused programme with mutually accepted activities is a key feature of this JP.

Other challenges that the Env-JP seeks to address include the weak regulatory framework of the government which thus far has been unable to ensure greater compliance by the corporate sector and other stakeholders. The Environment Situation Analysis 2007 (commissioned by the TWG on Environment) identifies the following challenges facing the environment sector of Pakistan and which may also hamper effective implementation of the Env-JP:

- The state of the country's environment and resources is deteriorating and in some areas will reach crisis point in the coming decade. Unhealthy and dangerous environmental conditions – qualities of air, water, food, housing, land – are commonplace for people living and working in Pakistan's cities and industrial areas
- Concerted efforts are needed to establish and develop the capacity of district and local government systems for conservation of natural resources
- Major parts of Pakistan's environment and natural resources are inherently fragile, which poses additional challenges for those seeking to use those resources sustainably or to ensure that environment protection and conservation efforts are successful
- The 'enabling environment' or underlying system supporting management and development, and integrating the substantial efforts of various government agencies, is in poor shape. There is no coherent integrated framework guiding the efforts of the many stakeholders to work collectively, efficiently and effectively on shared priorities.

There is no activity or initiative in the Env-JP which violates any stipulation of the UN Human Rights charter. Due consideration has been given to various recommendations and observations regarding Pakistan by various human right treaty organizations, to ensure no further default occurs and, in fact, the State acts in a more considerate manner.

4.3 The Proposed Joint Programme:

The UN Secretary-General appointed a High Level Panel in September, 2005 to make recommendations on how to improve the UN's system-wide coherence. The Panel's final report called for establishing a "One UN' at the country level, with one leader, one programme, one budgetary framework, and one office". Pakistan has been selected as one of 8 pilot countries for the reform. In consultation with the Government of Pakistan, five thematic areas were identified for this Programme, namely, Education, Health &

Population, Agriculture, Rural Development & Poverty, Environment, and Disaster Risk Management. For each area, a thematic working group (TWG) has been formed to carry out the formulation of the respective joint programme. The Environment TWG is co-Chaired by UNICEF and UNDP with an additional 9 participating UN agencies: FAO, UN-HABITAT, ILO, UNEP, UNESCO, UNHCR, UNIDO, UNFPA and WHO. This JP has been produced to address the key challenges identified above through the combined capacities of related UN agencies and other partners.

The principal guiding criteria for the One Programme implementation include:

- a) **Pro-Poor Focus.** Targeting the groups at the lower end of socio-economic indicator ranks, as well as those prone to specific environmental conditions and disaster risks.
- b) **Federal - Provincial Balance.** Balance the interests and expectations of Federal and Provincial Governments, as well as the emerging needs of the district tier in selecting specific tehsils or union councils for UN interventions. Furthermore, in the prevailing situation, security considerations will be paramount to ensure staff safety while "delivering as one".
- c) **Build on Past Experience.** Lessons learned from existing and past programs will guide the adoption of rational, harmonized and workable systems suited to Pakistan's conditions for delivery of impact.
- d) **Sustainability:** It will be ensured that future programmes/projects developed in line with the UN objectives and in accordance with national priorities of Government of Pakistan will contain inbuilt financial mechanisms for sustainability through pilots to become a showcase for reference/replication.
- e) Any project/programme undertaken may have baseline quantifiable indicators beforehand for the future evaluation of the project.

Consideration of key cross cutting themes

The Env-JP has been developed with particular attention to the following cross cutting concerns, which are an essential part of the larger UN Reform Programme in Pakistan:

- *Human rights:* The Env-JP will ensure a rights based approach is applied, along with needs based one, while addressing key issues in each of the five sub-components. Any capacity gaps of the key duty bearers and rights holders are envisaged to be identified and addressed through various sub-component activities;
- *Gender equality:* Gender equity and advancement throughout the Programme will be ensured, with programmes and activities designed not only to address the issue in defining interventions, but also that implementation and results are also geared towards enhancing gender equity. Data acquisition and transition to information must also integrate gender related statistics, including gender sensitive and gender disaggregated data. Hence all activities in the overall log-frame as well as in the log-frames of the five sub-components incorporate gender inequality concerns;
- *Involvement of Civil society:* Every sub-component has a strong focus on support to civil society capacity development and development of key competencies in these institutions and partners that the joint programme will work with. Appropriate capacity development strategies have been articulated in the respective log-frames and work plans to harness CSO potential, especially to harness broader participation in protecting and promoting rights of society's vulnerable segments;
- *Refugee Population:* The rights and needs of refugee populations generally do not enter in any formal development policy, plans or programmes within the public

sector spending and support. Support to refugee population in terms of their specific human development needs and requirements are integrated in the Env-JP;

In addition, the Env-JP has a substantial number of activities which are related to human well being and improved quality of life. Thus activities with elements of "education", "health", "skills development", "agriculture" and "technical training" have been included in almost all sub-component of Env-JP.

UN support under the Env-JP adopts a rights-based approach while being aligned directly with the National Environment Policy, National Perspective Plans, Vision 2030, National MDGs targets, United Nations Development Assistance Framework (UNDAF), Poverty Reduction Strategy Papers, national targeted programmes and provincial and district level plans and programmes to conserve environment.

The Env-JP P will seek close partnership with key stakeholders, including government, UN Agencies, multi-lateral and bilateral agencies, NGOs, employers & workers organizations, and civil society organizations (especially those representing vulnerable groups and communities), research organisations, academia, and where appropriate, the private sector. UN Agencies will work directly under the leadership of, and in close collaboration with the Government, where provincial authorities will play a leading role in the coordination of these partnerships.

Briefly, the Env-JP intends to deliver the following outcomes, and component level outputs, through a variety of UN agencies and partners:

Joint Programme on Environment (Co-chairs: UNDP and UNICEF)

Goal: ***ENABLING ENVIRONMENT FOR IMPROVED ENVIRONMENTAL MANAGEMENT AND DEVELOPMENT***

Component 1: Institutional mechanisms for integrated environmental management established and operational

Component 2: Integrated programme towards achievement of MDG Target 7C on access to safe water and improved sanitation

Component 3: Integrated Natural Resource Management in Demonstration Regions towards the achievement of MDG7A and 7B

Component 4: Urban actors having a better understanding of critical urban issues affecting slum dwellers and urban poor in cities including urban issues related to climate change (as a contribution to achieving MDG7D)

Component 5: Support for Green Industries, waste management, Energy & Jobs (to contribute to MDG Targets 7A and 7C)

Joint Programme Component (JPC) 1:

Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management (Convenor: UNDP)

Output 1: Enhanced capacity of Pakistan Environmental Protection Council (PEPC) and provincial/regional level apex bodies.

- Output 2:** Approved National Sustainable Development Strategy and Action Programme (NSDS&AP) as major GoP policy and programming initiative
- Output 3:** Effective formulation and implementation of environment friendly Sectoral policies 1) drinking water and sanitation including emergencies 2) urban development 3) green industries 4) climate change 5) energy 6) forestry 7) ground water
- Output 4:** Enhanced environmental compliance in response to national and international guidelines, laws and regulatory frameworks
- Output 5:** Improved decision making support systems in tracking resource allocations, environmental trends and integration of environment in national budgeting process.
- Output 6:** Enhanced coordination between stakeholders for an agreed sustainable development framework for each target region.
- Output 7:** Increased awareness on environmental issues through effective communication and education mechanisms
-

Joint Programme Component (JPC) 2:

Integrated Programme on Access To Safe Water And Improved Sanitation (Convenor: UNICEF)

- Output 1:** Enhanced access to improved drinking water and sanitation services in rural areas.
- Output 2:** Enhanced access to water and sanitation facilities in child-friendly schools and healthcare facilities.
- Output 3:** Improved hygiene practices amongst healthcare workers, families and school children.
- Output 4:** Strengthened water quality monitoring, surveillance and improvement systems.
- Output 5:** Enhanced water and sanitation sector coordination and knowledge management
- Output 6:** Enhanced disaster risk management and humanitarian response capacity for water and sanitation sector at the federal, provincial and district level.
-

Joint Programme Component (JPC) 3:

Integrated Natural Resource Management in Demonstration Regions (Convenor: UNDP)

- Output 1:** Integrated Water Resources Management (IWRM) through area-based strategies.
- Output 3:** Climate change Adaptation

Output 4: Nature conservation, including enhanced protection of vulnerable and threatened habitats/ species

Output 5: Enhancing Sustainable Land Management (SLM) through community-based integrated management of natural resources

Joint Programme Component (JPC) 4:

Sustainable Urbanization (Convenor: UN-HABITAT)

Output 1: Improved Baseline (Pakistan State of the Cities Report and Urban Profiles) on critical urban issues including issues relating to climate change.

Output 2: Improved mechanisms in selected cities for participatory urban environment planning and management.

Output 3: Improved urban indicators of slum dwellers and urban poor in selected cities through good practices and demonstrations.

Joint Programme Component (JPC) 5:

Support for Green Industries, waste Management, Energy & Jobs (Convenor: UNIDO)

Output 1: Increased Strategic environmental assessment (SEA) of local industries and resource development activities with proposals

Output 2: Improved Capacity and facilitation to adopt Clean Development Mechanisms and Carbon Trade Facilities

Output 3: Increased implementation of sustainable energy activities incorporating alternative renewable supplies, energy efficiency and equitable access

Output 4: Increased assessment and management plan development and implementations for industrial and agricultural chemicals in the target regions

Output 5: Promotion of Public Private Partnerships to reduce industrial effluent pollution through the transfer of technologies.

Output 6: Developed National Healthcare Waste Management Plans, guidelines and strategy implemented in selected healthcare facilities

Output 7: Increased Green jobs in selected sectors

Section 6, on the Results and Budgetary Framework, provides further details on each of the above components, including a brief description of the division of labour between the UN agencies and their partners. During the development of the Env-JP, the participating UN organizations' capacity to deliver agreed outputs was duly assessed and the proposed Programme confirms that the capacities necessary for implementation either exist or would be built during the course of implementation. Similarly, a preliminary assessment of capacity gaps of key institutions and partners, which the joint programme will work with, has been undertaken and activities to address them are made part of the Env-JP.

4.4 Sustainability of results:

Sustainability is at the core of the Env-JP. In fact, JP Area 1 (Enabling Environment for Improved Environmental Management and Development) is aimed at institutional strengthening for improved environmental management. The approaches to be used for this purpose are:

- Capacity development of relevant government agencies
- Improvements in PEPC as leading environment compliance organisation for multi-sectoral monitoring, including capacity for SEA
- Policy formulation
- Enhanced environmental compliance
- Integrating environment into the development planning process and the national accounting system
- Local level environmental governance mechanisms for effective implementation
- Capacity development of civil society organisations for better advocacy and grassroots delivery

Similar support will also be provided to the industrial and corporate sector to ensure long term sustainability of the outcomes of the JP.

5. Beneficiaries and Impacts

The primary and direct beneficiaries of the One UN EJP would be the national and provincial institutions, poor and vulnerable communities, i.e. workers, especially women and children of the programme target districts as prioritized by the EJP on basis of socio-economic and environmental indicators. Contributing directly towards achievement of MDG Targets 7A, B and C, for MDGs: Goal I: Eradicating extreme poverty and hunger, Goal III: Promoting gender equality and women empowerment, and Goal VII: Ensuring environmental sustainability, the EJP programme benefits and impacts will accrue in thematic programme areas of institutional mechanisms, water and improved Sanitation, natural resource management, sustainable urbanization, and green industries, as implemented based on designed target and estimated achievements of the EJP.

Duration : 2 years (2009-2010, with the possibility of going beyond 210)
Estimated Budget : USD 76. 3 Million

6. Results and Budgetary Framework

Please refer to Annex A for the results and budgetary framework, which is indicative and dependent on the contributions to be received.

7. Management and Coordination Arrangements

The overall Governing Structure for the One UN Programme in Pakistan is attached as Annex B. The Annex has three sections describing the management structures for all three levels in detail.

The Environment Joint Programme specific management structures are as follows:

- High Level Committee (HLC) at the One UN Programme level, and the Executive Committee as a subsidiary body of the HLC, with EAD as secretariat.

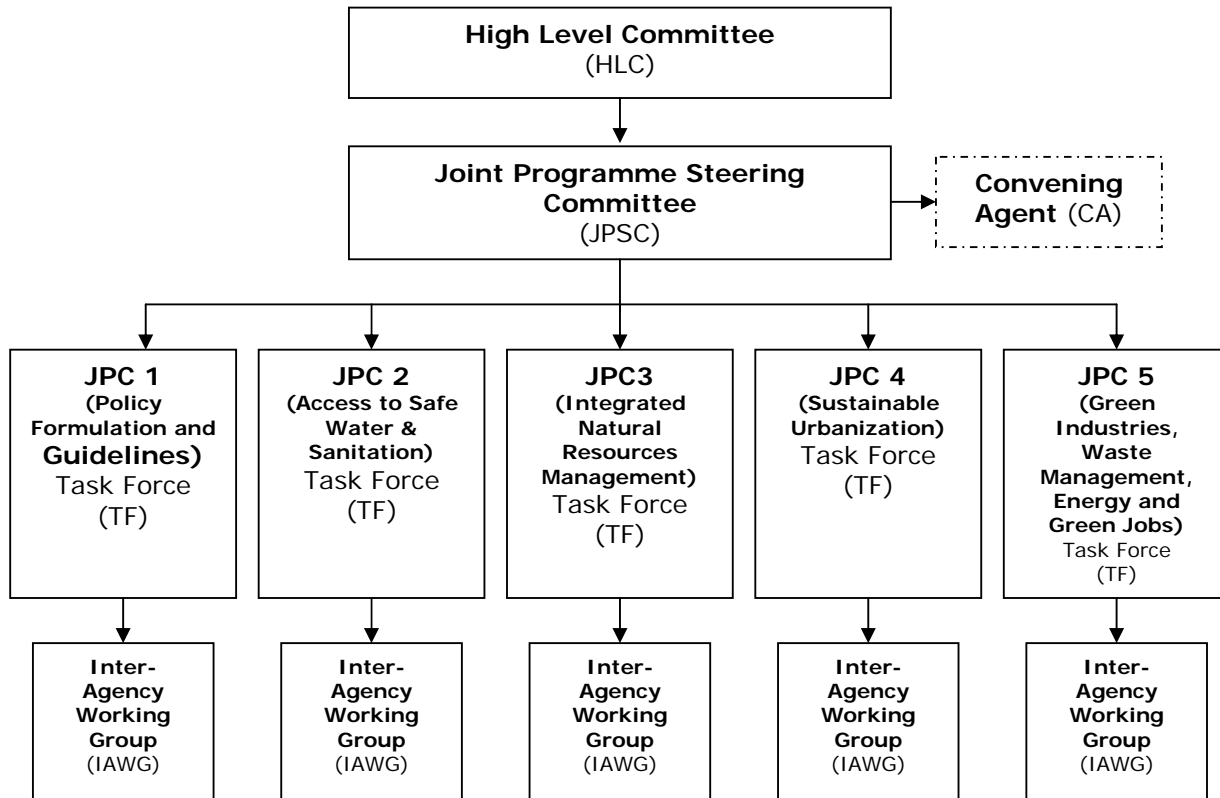
- One Joint Programme Steering Committee (JPSC) at the Joint Programme level, and the Joint Programme Finance Sub-Committee as a subsidiary level of the JPSC.
- One Convening Agent (CA) to assist the JPSC and to facilitate Programme implementation
- Five Task Forces (TF) at the Joint Programme Component level, representing the five Joint Programme Components (JPC) for Programme implementation, management and operations support

Composition of the various structures:

1. Joint Programme Steering Committee (JPSC):
 - Chair: Government
 - Co-Chair: UNDP/ UNICEF
 - One representative from participating UN agency; FAO, ILO, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNIDO, WHO
 - One representative from participating national partner; (to be identified and endorsed by JPSC)
 - Observers by invitation; Donor representatives, civil society representatives and others. (to be identified and endorsed by JPSC)
2. Convening Agent (CA) at the JP: UNDP/ UNICEF
3. Task Forces (TF):
 - Co-Chair: one UN 'convening agency' per JPC,
 - JPC 1: UNDP
 - JPC 2: UNICEF
 - JPC 3: UNDP
 - JPC 4: UN-HABITAT
 - JPC 5: UNIDO
 - Co-Chair: one federal level 'counterpart organisation' per JPC: (to be identified and endorsed by JPSC)
 - One representative from each participating UN agency per JPC;
 - JPC 1: UNEP, UNICEF, UN-HABITAT, UNESCO, UNFPA
 - JPC 2: UNESCO, UN-HABITAT, UNHCR, WHO
 - JPC 3: FAO, UNEP, UNESCO,
 - JPC 4: UNDP, FAO, UNESCO, UNFPA
 - JPC 5: WHO, UNDP, ILO, UN-HABITAT, UNEP
 - One representative from each participating national partner; (to be identified and endorsed by JPSC)
 - One representative from one civil society implementing partner; (to be identified and endorsed by JPSC)
4. Inter-Agency Working Group (IAWG):
To be convened as needed among the UN Participating Agencies

Management Structure of the Joint Programme on Environment:

At the FEDERAL LEVEL:



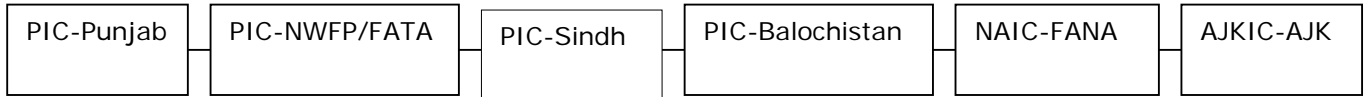
Provincial Implementation Committees (PICs)

Six PICs would be established, one each in the 4 provinces (including FATA), AJK and Northern Areas. They would be co-chaired by the respective Additional Chief Secretary (Development) of the province/ territory, and representative of co-chairs of the Env. TWG. Members will include key partners active in the respective provinces giving due representation to all 5 JPCs. Key functions of a PIC would be to steer, implement and facilitate the JPE and all 5 JPCs in the respective provinces/ territories. Selection of the target district/ activity area could be undertaken by the PIC based on certain intervention criteria such as poverty; vulnerability; resource depletion rates, specific area needs, existing projects, etc, The PIC will plan, develop, execute and monitor various project of various JPCs within its area of operation and will identify various initiatives to be undertaken at the provincial level to the respective Task Forces for endorsement by the JPSC. PICs will also be able to set-up sector specialist sub-groups to assist PICs in activity planning and development.

Composition of PIC: (to be identified and endorsed by JPSC)

- Chair: ACS Planning and Development
- Co-Chair: One of the two UN co-chairs of the UN Environment Thematic Working Group, UNDP or UNICEF
- JPC Counterpart organisation at the provincial level
- One representative of the five JPC convening agency
- One representative of the other UN partners for the respective JPC
- Others

AT THE PROVINCIAL/REGIONAL LEVEL:



8. Fund Management Arrangements

The Fund Management Administrative Arrangements for the One UN Programme in Pakistan are detailed in the overall Governing Structure, attached as Annex B (section 4).

Budget execution of resources allocated to each Participating Agency remains under the purview of the Agency using its own financial rules and regulations. Earmarking by donors is allowed to the level of the Joint Programme and to the level of Joint Programme Component. Geographical earmarking by province is allowed. Agency-specific earmarking is discouraged; if the case arises, the concerned Participating Agency shall inform the UNCT, as stipulated in the UNCT code of conduct.

Contributions that are earmarked by a donor for one specific UN Participating Agency are not part of the Pakistan One Fund. Resources can be raised from donors, national partners, e.g. private sector and government authorities at the Federal and Provincial levels. In all resource mobilization efforts, preference shall be given to un-earmarked contributions.

Allocation of resources

Criteria for resource allocation are based on agreed priorities, and shall minimize subjective judgment. Decisions on the allocation of contributions down to the level of the Participating Agencies are as below;

If the contribution is un-earmarked i.e. it is for the One UN Programme, the Environment JPSC prepares an allocation plan between the Environment Joint Programme Components (JPC), based on agreed priorities and an analysis of the funding gap, for consideration of the Executive Committee on behalf of the High Level Committee (HLC). The Finance Sub-Committee will consolidate the gap analysis for the Executive Committee to consider allocation of funds to JPCs. For the preparation of such a plan, recommendations the Task Forces (TF) will besought.

If the contribution is earmarked to the Environment JP level, the JPSC endorses a Joint Programme resource allocation plan between the Joint Programme Components (JPC), based on recommendations received from TWG Environment, Five Task Forces (TF).

If the contribution is earmarked at the JPC level, the TFs prepare a JPC resource allocation plan between Participating Agencies, based on recommendations from the IAWG. The co-chairs of the respective TFs transmit the JPC resource allocation plan to the co-chairs of the Environment JPSC for onward transmission to the UNRC who instructs the Administrative Agent (AA) to carry out the pass-through transactions with no delay.

Allocation among Participating Agencies

For the first 12 months the IAWG issues a recommendation to the TF of the relevant JPC guided by these criteria:

- a. Relevance of outputs to the agency's mandate, capacity and experience
- b. Relevance of proposed activities to the agreed outcomes and outputs

- c. Clarity and realism of budget, and coherence with proposed activities
- d. Availability of a sound annual work plan.

For subsequent allocations the criteria are:

- a. Results achieved i.e. measurable and evidence-based according to the approved Log Frame
- b. Rate of delivery i.e. moneys disbursed as reported through the Administrative Agent and reflected in the Budgetary Framework
- c. Quality and timeliness of reporting to the respective Convening Agent(s) and to the Administrative Agent.

For un-earmarked allocation between JPCs the criteria are:

- Logical sequencing between the outcomes of the JPC contributing to the achievement of the Environment Joint Programme outcomes.
- Activities contributing directly to the achievement of the Millennium Development Goals (MDGs) and other international norms and standards.
- Activities building on on-going or past activities to ensure continuity and long-term support. Activities covering issues overlooked in the past may also be considered.

Each Participating Agency shall report progress on the use of core, non-core, parallel funding and contributions received. Participating Agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility, in line with their established rules and regulations.

9. Monitoring, Evaluation and Reporting

Monitoring and evaluation of the Joint Programme aims at improving efficiency and effectiveness of programmatic outcomes, outputs and activities through establishing a rigorous assessment process/system to: a) establish clear and continuous mechanisms to assess the strength and weaknesses of interventions; b) continually identify policies and institutions that need to be improved or developed to prioritize programme intervention for the poorest and most socially disadvantaged groups; and c) strengthen the monitoring and evaluation capacities of national partners, will be developed.

An overall and detailed M&E framework will be developed as the first step of the implementation process. The M&E framework is based on a programmatic logical framework, developed by the *Thematic Working Group (TWG)* with inputs from the *Resident Coordinator Office* and *UN M&E Network* under the overall guidance of *UN Country Team (UNCT)*. It consists of programmatic outcomes and outputs, respective indicators, targets, data sources, and assumptions etc. (The Joint Programme Logical Framework is provided as **Annex C**)

Monitoring of Outputs

The overall M&E framework refers to the outcomes, and their underlying outputs. Measurable (quantitative and qualitative) indicators facilitate the monitoring of progress. The framework also provides suitable targets and baselines for each indicator. In many cases, baseline data for output indicators could not be obtained during the planning phase. It may be a prerequisite that the baseline indicators are established prior to a project implementation stage. However, where needed, baselines will be established before the implementation phase by undergoing rapid baseline surveys in focused geographical areas. *Dev-info* is the preferred database software to manage and disseminate information on respective indicators of programmatic outcomes and outputs. The database will be input baseline and target data for respective indicators, and will be regularly (quarterly) updated regarding progress of output indicators at the level of Joint Program. *Resident Coordinator's Office*, with the help of *UN M&E Network*, will support the creation and training of staff in database. At the Joint Program level, the database will

be managed and updated through the *Convening Agent* and the necessary feedback will be provided to the government on regular basis.

Progress on all output indicators will be regularly measured through quarterly and annual reviews. The primary responsibility for monitoring rests with the JPSC assisted by its Convening Agent, through specialized M&E and MIS expertise. Joint Programme Component Task Forces will support JPSC in monitoring the progress of outputs and activities and will facilitate overall monitoring of JP Component implementation. The task forces will meet on a quarterly basis to review progress and provide feedback to JPSC. Individual Participating UN Agencies will be involved in rigorous monitoring of activities in the field during the implementation. The participating agencies will use their existing M&E expertise or will acquire and strengthen such expertise to meet the challenge. The Executive committee and UNCT will exercise high-level overviews of the implementation of the One UN Programme on a yearly basis. As and when required, Thematic Working Groups, UN M&E network and Interagency Working Groups will extend technical support and facilitation.

Monitoring of Risks

During the monitoring process, special attention will be given to tracking the major risks and assumptions that may jeopardize the achievement of Joint Programme objectives including: a) insufficient capacity and resources from the Federal, Provincial and Local Governments to implement the strategic programmes supported by the Joint Programme, in particular, PRSP and MDTF; b) insufficient resource mobilization; c) the inability of duty-bearers to perform properly their functions; d) insufficient funding commitment from the donors to support the achievement of JP/JPC outcomes; e) insufficient collaboration among the Implementing Partners; f) insufficient engagement of vulnerable communities in the process of social change; g) insufficient compliance of the Private Sector with norms, standards and regulations; and h) insecure political and operational environment.

Evaluation of Outcomes

Outcomes of a Joint Programme will be measured in accordance with the measurable M&E framework. The Resident Coordinator Office, with the help and cooperation of UN M&E Network, will support the process.

Outcome assessment will consist of mid-term and final review of progress on each outcome indicator towards stipulated targets. JPSC facilitated by Resident Coordinator Office, will play a lead role in assessment of outcomes through annual outcome reviews. The JPSC or the JPC TFs may also commission small-scale surveys and case studies on selected subjects to assess results. The Executive Committee and UNCT may also exercise high-level review of the outcome achievement status. The Resident Coordinator's Office will facilitate the overall outcome evaluation process.

In addition to the outcome assessments, the One Programme can be evaluated externally by independent evaluation missions. In line with the UN Reform Pilot's Evaluability Assessment, DOCO proposes two External Evaluation Missions during 2009/10 and 2010/11 to evaluate process results and evaluation of overall impact, respectively.

Reporting of Progress

Progress of programmatic outputs and activities will be assessed and reported against the stipulated targets, baselines and specifications. The progress reports will also reflect upon the processes, challenges and lessons learned. Tabulated reports, graphs and maps will be incorporated in the narrative progress reports.

Under the overall guidance of JPSC and UNCT, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations in the annual progress reporting exercise. Each Participating UN Organisation, will report on progress of outputs and activities to the Joint Programme Component Task Force. The Task Forces

will submit the progress reports to the JPSC through the Convening Agent. Using those reports, each JPSC will provide the Administrative Agent with one Annual Narrative Progress Report. The report will give a summary of results and achievements compared to the stipulated targets of the Joint Programme. The Administrative Agent will prepare consolidated narrative reports, based on the above-mentioned inputs, and send them to the Resident Coordinator for review and onward submission to the UNCT, Executive Committee and to each donor that has contributed to the Joint Programme in accordance with the timetable established in the Administrative Arrangement.

10. Legal Context or Basis of Relationship

The table below provides the legal context under which Environment Joint Programme implementing UN agencies operate in Pakistan.

P

Participating UN organization	Agreement
FAO	Standard Basic Assistance Agreement between the Government of the Islamic Republic of Pakistan and the Food and Agriculture Organization of the United Nations was signed on July 2, 1956.
ILO	Extension of Memorandum of Understanding between the Government of the Islamic Republic of Pakistan (Ministry of Labour, Manpower and Overseas Pakistanis and the International Labour Office) was signed on December 21, 2004
UNDP UNEP UN-HABITAT	The legal context for this group of UN entities and their projects in Pakistan is established by two major agreements: 1) The Convention on the Privileges and Immunities of the United Nations, given affect by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to 16 June, 1948; and 2) The agreement between the Government of the Islamic Republic of Pakistan and the UN Special Fund, signed on 25th February 1960.
UNESCO	Letter of Understanding Between the Government of the Islamic Republic of Pakistan and the United Nations Educational, Scientific and Cultural Organization was signed on July 4, 1967.
UNFPA	The signing of the Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Population Fund are in the process. The document was submitted on February 13, 2008.
UNHCR	Standard Basic Cooperation Agreement signed between Government of the Islamic Republic of Pakistan and the United Nations High Commissioner for Refugees on September 18, 1993.
UNICEF	Extension of the Standard Basic Cooperation Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Children's Fund was signed on May 24, 1995
UNIDO	The Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Industrial Development Organization is in process. The document was submitted to the Government of Pakistan on April 14, 2008.
WHO	Standard Basic Cooperation Agreement between the Government of the Islamic Republic of Pakistan and the World Health Organization was signed on February 15, 1960

11. Work plans and budgets

The overall Env-JP Work Plan is spread over 2 years starting Jan 1st 2009 and ending Dec 31st 2010. The overall estimated budget for Env-JP is approximately USD 76.3 Million spread over 5 JPCs.

Estimated budget for JPC-1: Institutional mechanisms for integrated environmental management established and operational (convenor-UNDP) with seven distinct outputs is USD 22.2 million.

Estimated budget for JPC- 2: Integrated programme towards achievement of MDG Target 7C on access to safe water and improved sanitation (Convenor: UNICEF) with six main outputs is USD 28 million.

Estimated budget for JPC-3: Integrated natural resource management in Demonstration Regions towards the achievement of MDG7A and 7B (Convenor: UNDP) with five outputs is USD 6.2 million.

Estimated budget for JPC- 4: Sustainable urbanization (Convenor: UN-HABITAT) and its three outputs is USD 9.5 million.

Estimated budget for JPC- 5: Green industries, waste management, energy and jobs (Convenor: UNIDO), with 7 outputs is USD 10.4 million.

Further details of the activity based break-up of timelines, responsibility and costs estimates for each and every JPC outputs, activities, and sub-activities can be referred to in the attached Env-JP global work plan and budget. (see Annex A)

ANNEX A: RESULTS AND BUDGETARY FRAMEWORK

Output	Activity	Participating Agencies	Implementing Partners	Budgetary Requirements for Outputs		
				Y1	Y2	Total
1.1 Enhanced capacity Pakistan Environmental Protection Council (PEPC) and provincial/regional level apex bodies.	Fully resource the PEPC cell/unit as substantive and administrative secretariat of the Council.	UNDP UNESCO UNFPA	Ministry of Environment Ministry of Science and Technology	70,000	80,000	150,000
	Capacity development of selected PEPC members on issues related to water, protected area and environmental education /ESD			45,000	30,000	75,000
	Support for population dynamics and demographic trends to be reflected in sustainable development strategy			25,000	25,000	50,000
				140,000	135,000	275,000
1.2 Finalization and approval of National Sustainable Development Strategy and Action Programme (NSDS&AP) as major GoP policy and programming initiative with emphasis on linking with other thematic areas including; agriculture, rural development & poverty reduction; disaster risk management; education; and health & population	Finalize NSDS&AP	UNDP	Ministry of Environment Planning Commission SDPI	100,000	0	100,000

				100,000	0	100,000
1.3 Environment friendly sectoral policies formulated in the areas of drinking water and sanitation including emergencies, urban development, green industries, climate change, energy, forestry ,ground water	Policies formulation and implementation monitoring	UNDP UNICEF	Ministry of Environment,	275,000	75,000	350,000
	Create enabling environment for sustainable management of Pakistan's wetland ecosystems	UN- HABITAT/ UNFPA/ UNEP/ WHO/ ILO/ FAO/ UNIDO	Relevant federal ministries, provincial departments, NGOs and	300,000	150,000	450,000
	Promote integrated watershed management with the involvement of local communities		INGOs, GOP, IIUCN, WWF, provincial governments & CBOs, GoP,	100,000	0	100,000
	Sustainable Land Management (SLM) mainstreamed in Sectoral policies		Provincial and district Governments	35,000	20,000	55,000
	Strengthened policy, regulatory and institutional framework for drinking water and sanitation (including emergencies)		, NGOs, Federal Bureau of Statistics, Pakistan Census Organisation,	495,000	505,000	1,000,000
	Refine pro-poor urban water and sanitation policies and agreed upon implementation partners			12,000	106,000	118,000
	1) Provide population data for sectoral programmes and policies in the selected areas 2) Liaise between GoP and other UN agencies for inclusion of key environment indicators in selected national surveys/ data collection exercises			30,000	30,000	60,000
	Joint UNDP-UNEP mission to consult with government, UNDP CO and other stakeholders on feasibility of country-led mainstreaming programmes.			15,000	35,000	50,000

	Based on successful completion of Preparatory Phase, mainstreaming of poverty-environment issues within selected entry point(s) in partnership with lead government agency, key donors and UNDP CO:			400,000	350,000	750,000
	Policy review for green industries and green jobs, policy formulation, monitoring and implementation			250,000	150,000	400,000
	Sectoral identification for green industries, potential of green jobs in identified sectors, strategies and workplan for promotion of green industries			150,000	150,000	300,000
	Awareness campaigns, creating enabling environment and institutional framework for green industries and green jobs			300,000	300,000	600,000
	Review and strengthen Forestry Policy			110,000	90,000	200,000
	Green jobs			30,000	10,000	40,000
				2,502,000	1,971,000	4,473,000
1.4	Enhanced environmental compliance in response to national and international guidelines, laws and regulatory frameworks.	UNDP/ UNESCO	MoE, EPAs/LEAD Pakistan Journalist/media representative Bodies	1,425,000	1,960,000	3,385,000
	Protecting Environment with the Power of Information (journalists and media representative to enhance their knowledge and capacity to report on			100,000	80,000	180,000

	Environmental issues & tribunals)					
				1,525,000	2,040,000	3,565,000
1.5 Decision making support systems in place to track the resource allocations, environmental trends and to integrate environment in national budgeting process.	Establish decision making support systems	UNDP/ FAO	MoE	1,325,000	750,000	2,075,000
	System for monitoring of forestry sector mega projects developed and functional			300,000	700,000	1,000,000
				1,625,000	1,450,000	3,075,000
1.6 Development of a inclusive common platform of relevant/key partners to connect policies, programmes and projects and actions by government, aid agencies, NGOs and UN agencies, and commercial activities of the private sector into an agreed sustainable development framework for each target region.	Establish participatory mechanisms for environmental governance at local level	UNDP	District governments, Environmental agencies, CCBs, CSOs	160,000	65,000	225,000
	Engaging Civil Society Organizations to implement small scale interventions at the grass-roots level for the achievement of MDGs targets.			1,500,000	2,000,000	3,500,000
				1,660,000	2,065,000	3,725,000

1.7 Effective communication and education mechanisms established to raise mass awareness on environmental issues.	Development of common platform for information and solutions exchange, including event arrangement on National Year of Environment	UNDP/UNESCO/UNFPA	MoE, Media, Provincial/regional depts., NGOs, Private Sector, Ministry of Environment, Ministry of Education, LEAD Pakistan, Ministry of Education, Curriculum Wing	920,000	980,000	1,900,000
	Learning for Sustainable Action (Environmental Education and Mass Awareness)			3,000,000	2,000,000	5,000,000
	Integrating concepts of population and environment in the national core curriculum for Grade 9-12			20,000	20,000	40,000
	Raising awareness on Population & Environment through 31 Youth Friendly Centers			50,000	50,000	100,000
				3,990,000	3,050,000	7,040,000
Total				11,542,000	10,711,000	22,253,000

Joint programme Component (JPC2) : Integrated Programme on Access To Safe Water And Improved Sanitation

Output	Activity	Participating Agencies	Implementing Partners	Budgetary Requirements for Outputs		
				Y1	Y2	Total
2.1 Enhanced access to improved drinking water and sanitation services	Rehabilitation / Construction of Rural Drinking Water Supply Schemes, including capacity development of community organizations benefitting 200,000 people and the Promotion of Rural Sanitation through Community Led Total Sanitation (CLTS) and other initiatives, benefitting 1.8 million people	UNICEF, UNHCR, WHO, UNESCO, UNHABITAT	MoEnv, LG, NGOs, CAR(WSC) in Balochistan, IRC and Best in NWFP, BEFARe, community-based approach in provision and maintenance of public sanitation facilities (NWFP), PCRWR, Ministry of Education, District	5,250,000	950,000	6,200,000
	Support to Capacity development of government counterparts, implementing partners, etc. in management and implementation of			350,000	200,000	550,000

	Watsan programmes		Govt, CSOs			
	Water system development (rehabilitation and development of new schemes)			463,646	480,239	943,885
	Water system operations			370,760	382,428	753,188
	Other water activities (chlorination and water quality)			30,732	31,698	62,430
	Dislodging of surface latrines and construction of waste pits			62,595	64,903	127,498
	VECTOR/PEST CONTROL (NOT WAREH (taken from Malaria control program)			25,038	25,962	51,000
	Document issues related to access to water and environmental sanitation of the urban poor in informal settlements			92,000	32,000	124,000
	Develop and agree local action plans with relevant stakeholders			58,000	10,000	68,000
	Construct 150 demonstration rainwater harvesting systems in target schools, health facilities and villages			234,000	350,000	584,000
	Provide chemicals (chlorine) to the 150 target villages and 10 selected cities urban slums to disinfect the contaminated water sources and conduct trainings on the use of chlorine and other water disinfection methods.			90,000	100,000	190,000
				7,026,771	2,627,230	9,654,001

2.2 Enhanced access to improved water and sanitation facilities in schools and healthcare facilities	Provision of gender sensitive, culturally appropriate and child-friendly WES facilities in 1,500 rural primary schools and health centers, including initiatives to support the sustainability of the interventions	UNICEF, UNHCR, WHO, UNHA BITAT	MoEnv, MoEdu (DoE), LG, NGOs, MoH, CAR(WSC) Balochistan, BEFARe, community-based approach in provision and maintenance of public sanitation facilities (NWFP)	2,850,000	750,000	3,600,000
	Conduct a baseline survey on water and sanitation situation of all healthcare facilities in target districts and prepare an action plan for necessary improvements			35,000	-	35,000
	Improve access to water supply in 100 healthcare facilities, including provision of easily accessible drinking water facilities for health workers, patients and visitors (female health worker's easy access ensured)			210,000	1,050,000	1,260,000
	Provide/improve sanitation facilities (toilets/latrines) in 100 target health facilities, (to meet the minimum Pakistan toilet/patient ratio requirement) with focus on female health workers; including minimum hand washing facilities			210,000	350,000	560,000
	Implement demonstration projects that improve water delivery and access in schools and services in urban slums			682,000	1,078,000	1,760,000
	Construction of sanitation facilities in Afghan/Pakistani schools			50,076	51,923	101,999
						4,037,076

2.3 Improved hygiene practices amongst healthcare workers, families, school teachers and school children	Behavior Change Communication (BCC)/Hygiene promotion activities with focus on children and women, including School Sanitation and Hygiene Education (SSHE) initiatives in Communities and Schools, reaching 1,000,000 people	UNICEF/ UNESCO/ WHO	MoEnvnt, MoEdu (DoE), LG, NGOs, Ministry of Education, District Govt, CSOs, LEAD Pakistan, MoH	1,146,000	700,000	1,846,000
	Improved hygiene practices amongst healthcare workers, families and school children			542,500	542,500	1,085,000
	Conduct hygiene promotion activities/workshops in 100 health facilities with focus on the inter-linkages between sanitation and health, including injection safety and infection control in health facilities			70,000	350,000	420,000
				1,758,500	1,592,500	3,351,000
2.4 Strengthened water quality monitoring, surveillance and improvement systems	Implementation of projects aimed at ensuring strengthened water quality monitoring, surveillance and improvement systems	UNICEF/ WHO/ UNESCO	MoH, PCRWR, MoEnvnt, MoEdu (DoE), LG, NGOs, PCRWR,	-	-	-
	Conduct a baseline survey on water quality status of NWFP and Balochistan provinces including assessing the capacity of any existing water quality testing laboratory facilities in the provinces			28,000	-	28,000
	Conduct baseline surveys on the prevalence of water related diseases in programme target districts by compiling available data from HMIS and WHO DEWS (Disease early warning and surveillance) unit data			70,000	-	70,000

	bases;					
	Provide technical support and trainings to local health and water supply authorities in conducting routine waterborne diseases surveillance and response interventions, including:			70,000	420,000	490,000
	Rehabilitate / establish 6 district-level water quality laboratories (one WQ laboratory each target district)			175,000	182,000	357,000
	Provision of 30 portable water quality testing kits (physio-chemical and bacteriological testing kits)for water service providers of target districts			49,000	168,000	217,000
	Conduct training on water quality analysis for laboratory staff and officers in charge of water quality and public health of the 6 target districts			-	42,000	42,000
	Provide 24,000 low-cost kits bacterial test and 2,000 kits for chemical tests (EC, TDS, pH and chlorine) for water quality monitoring in the 100 target villages and urban slum dwellers, including training on the use of these testing kits.			-	350,000	350,000
	Organize trainings/events on water safety planning, source protection, and sanitary survey for target districts water authorities staff			-	280,000	280,000

Promote household water treatment technologies and practices in 100 villages of the target districts and urban slum dwellers of target districts; — Introduce affordable household level water treatment best-practices by mobilizing communities			210,000	490,000	700,000
Model Water Safety Plan introduced and implemented in 4 selected urban centres, in collaboration with UN-HABITAT			105,000	175,000	280,000
Water quality monitoring for 3,000 water sources, with testing continuing for the duration of the JP, to evaluate any improvements on water quality due to JP interventions			70,000	70,000	140,000
Water quality mapping of the two provinces, including collection and compilation of all available water quality data and establish provincial water quality data base			-	70,000	70,000
Supply water disinfectant chemicals to water supply service providers and households facing greatest risk from water borne diseases;			105,000	105,000	210,000
Conduct 8 workshops (4 workshops in each province) for the introduction and official adoption of the new Pakistan Water Quality Standards;			28,000	98,000	126,000
Conduct 8 training workshops on water quality monitoring and water resources management (3 trainings in each province) for water supply agencies			35,000	105,000	140,000

	Organize 10 provincial-level meetings for health, water and local municipal authorities on inter-sectoral/departmental collaboration and cooperation on effective implementation of policies and strategies to reduce/prevent the prevalence of water and sanitation.			70,000	140,000	210,000
	Support for strengthening capacity of government counterparts to ensure improved water quality monitoring, surveillance and improvement systems, including support for strengthened community-based mechanisms			550,000	450,000	1,000,000
	Support for Arsenic Mitigation and Monitoring Activities and other Emerging water quality issues of concern in Pakistan			440,000	280,000	720,000
	Strengthen urban water quality monitoring systems			16,000	32,000	48,000
	Support for the establishment of Regional Center for Water Management Research in Arid Zones			-	-	-
				2,021,000	3,457,000	5,478,000
2.5	Enhanced Watsan sector coordination and knowledge management	UNICEF	MoEnvnt, stakeholders	540,000	460,000	1,000,000
				540,000	460,000	1,000,000

2.6 Enhanced disaster risk management and humanitarian response capacity for Watsan sector at the federal, provincial and district level	Technical support for enhanced disaster risk management, preparedness and humanitarian response capacity for the Watsan sector at the federal, provincial and district level and coordination of the WASH Cluster	UNICEF	MoEnvnt, NDMA (PDMA), government counterparts, Cluster members, UNRC	290,000	260,000	550,000
	WASH Emergency Response/WASH Cluster Activities			330,000	320,000	650,000
				620,000	580,000	1,200,000
TOTAL				16,003,347	11,996,653	28,000,000

Joint programme Component (JPC3) : Integrated Natural Resource Management in Demonstration Regions

Output	Activity	Participating Agencies	Implementing Partners	Budgetary Requirements for Outputs		
				Y1	Y2	Total
3.1: Preparation and implementation of area-based strategies for Integrated Water Resources Management (IWRM)	Create enabling environment for sustainable management of Pakistan's wetland ecosystems	UNDP/ FAO/ UNECSO	EU, RNE, GoP, WWF, provincial governments & CBOs, GoP, Provincial & District Govts., CBOs,	100,000	20,000	120,000
	Promote integrated watershed management with the involvement of local communities			20,000	225,000	245,000
	Implement sustainable wetland conservation programme at four ecological zones that will serve as a model for wetland conservation in Pakistan			1,000,000	1,075,000	2,075,000
	Conduct a national level case study on Integrated Water Resources Management (IWRM) for World Water Report			50,000	100,000	150,000
	Protection and Management of critical watersheds (including biodiversity conservation)			3,000	5,000	8,000
	Protection and Management of critical watersheds (including biodiversity)			30,000	5,000	35,000

	conservation)					
	Participatory Forest Management			40,000	5,000	45,000
	Social and Farm Forestry			40,000	2,500	42,500
				1,283,000	1,437,500	2,720,500
3.2 Climate Change Adaptation	2.1: Conduct baseline studies to document climate change impacts on different sectors	UNDP/ FAO	WMO, GCISC, Met Dept., NARC, GCISC, Met Dept., IUCN, NAs Admin. AKDN, and CBOS, GoP, GoB, and WWF,	100,000	50,000	150,000
	2.2: Conduct studies on glacier lakes out-bust and its impact on vulnerable communities in Northern Areas			100,000	100,000	200,000
	2.3: Conduct study on climate change impacts on coastal zone of Balochistan			25,000	25,000	50,000
	Prepare and implement area based strategies adapted to climate change			10,000	20,000	30,000
				235,000	195,000	430,000
3.3 Nature conservation, including protection of vulnerable and threatened habitats/ species	Conservation & sustainable use of habitats and species in arid and semi arid ecosystem of Balochistan	UNDP/UNESCO/ FAO	GoB, SUSG and CBOs, GEF, IUCN, Line Agencies, and CBOs, GoP, Provincial Govts., NGOs, World Bank, IUCN, NARC, WWF	210,000	150,000	360,000
	Conserve juniper forests ecosystem and modify production systems to make it biodiversity friendly			115,000	150,000	265,000
	Promote sustainable use of biodiversity components through establishment and mainstreaming community conservation enterprises			50,000	450,000	500,000
	Enhance knowledge and capacity to combat spread of Invasive Alien Species in Pakistan			20,000	350,000	370,000
	Strengthen protected areas system for conservation of			35,000	80,000	115,000

	biodiversity in Pakistan					
	Conservation & sustainable use of natural resources and in geo Parks			250,000	150,000	400,000
	Create awareness by holding stakeholders workshops and writing Letter of Agreement (LOA) with the identified partners.			12,000	3,000	15,000
				6,92,000	1,333,000	2,025,000
3.4 Enhancing Sustainable Land Management (SLM) through community-based integrated management of natural resources	Create enabling environment for mainstreaming SLM practices (budgeted under JPC1)	UNDP/UNEP / FAO	GoP, provincial Govts., District Govts., NGOs, and CBOs, & NGOs	-	-	-
	Enhance capacity for SLM at national, provincial and local levels			30,000	30,000	60,000
	Launch pilot projects for demonstrating SLM practices through community-based interventions			270,000	400,000	670,000
	1. Conduct survey to assess overall productivity and the prevailing trend and condition of pasture and rangelands. 2. Conduct survey to identify the extent of land degradation in the targeted region. 3. Construct water harvesting structures			15,000	3,000	18,000
	LD and SLM assessment and monitoring system			-	250,000	250,000
				315,000	683,000	998,000
Total				2,525,000	3,648,500	6,173,500

Joint programme Component (JPC4) : Sustainable Urbanization

Output	Activity	Participating Agencies	Implementing	Budgetary Requirements for Outputs
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			Partners	Y1	Y2	Total
4.1 Improved Baseline (Pakistan State of the Cities Report and Urban Profiles) on critical urban issues including issues relating to climate change.	Prepare Urban Profiles on critical urban issues affecting urban poor including issues relating to climate change.	UNHABITAT, UNIDO, UNFPA, WHO, UNHCR, UNFPA for Health Services, UNDP, FAO	Pakistan Census Organisation (PCO), Statistics Division (SD) and National Institute of Population Studies (NIPS),	949,000	40,000	989,000
	Set up urban observatories			194,000	95,000	289,000
				1,143,000	135,000	1,278,000
4.2 Improved mechanisms in selected cities for participatory urban environment planning and management.	Prepare integrated informal settlement's upgrading strategy	UNHABITAT, UNESCO, UNIDO, FAO, UNDP, WHO, UNHCR,	Ministry of Environment, local government, housing and planning commission, relevant provincial authorities, Provincial Commissionerate of Afghan Refugees, Municipal authorities.	572,000	125,000	697,000
				572,000	125,000	697,000
4.3. Improved urban indicators of slum dwellers and urban poor in selected cities through good practices and demonstrations.	Implement viable projects to upgrade informal settlements (water, sanitation, land tenure, infrastructure, solid waste, etc. Benefiting urban poor)	UN-HABITAT, UNESCO, FAO, UNDP, WHO, UNHCR,	Local government, housing and planning commission, relevant provincial authorities, Municipal authorities, Provincial Commissionerate of Afghan Refugees,	762,000	5,049,000	5,811,000
	Consolidate existing national transport policies into one comprehensive national urban transport strategy			150,000	390,000	540,000
	Plan, design and implement a bus rapid transit corridor between Islamabad and Rawalpindi			125,000	400,000	525,000

	Introduce a school bus transportation system in Lahore		Civil society, community based organisations, the private sector	75,000	280,000	35,000
	Increase institutional and individual capacity and awareness on sustainable transport at national level			100,000	230,000	33,000
				1,212,000	6,349,000	7,561,000
Total				2,927,000	6,609,000	9,536,000

Joint programme Component (JPC5) : Green Industries, Waste Management, Energy and Green Jobs

Output	Activity	Participating Agencies	Implementing Partners	Budgetary Requirements for Outputs		
				Y1	Y2	Total
5.1 Strategic environmental assessment (SEA) of local industries and resource development activities and proposals. (Technological need assessment of local industries including resources required to adopt environment friendly practices).	Assessment of environmental conditions in different industries	UNIDO	Ministry of industry, chambers of commerce and industries, international agencies, EPAs, IFIs.	250,000	250,000	500,000
				250,000	250,000	500,000
5.2 Capacity development and facilitation to adopt Clean Development Mechanisms and Carbon Trade Facilities.	Development of CDM Project facilitation mechanisms, Development of Carbon Facility Fund for Climate Change mitigation and adaptation, Mapping of potential CDM Projects, Establishment of CDM Section by UNIDO Pakistan, Establishment	UNIDO, UNDP	Government, Private sector, Academia, MoE, Planning Commission, Board of Investme	600,000	400,000	1,000,000

	of GHG Management Institute under Public Private Partnership		nt, Project Propone nts, TWG members			
	MDG Carbon Facility operationalised for sector specific projects development in Pakistan			57,000	200,000	257,000
				657,000	600,000	1,257,000
5.3 Development & implementation of sustainable energy activities, incorporating alternative renewable supplies, energy efficiency and equitable access.	10 projects of biogas and biomass in each district, 10000 houses to be energy efficient in each district, 5 model solar/wind projects in each district, 2 hydel projects each in NWFP, AJK and Punjab.	UNIDO, UNDP, UN-HABITAT	Governm ent, Private sector, Chamber s of commerc e, Academi a, Civil society, AEDB, AKRSP. GTZ, GoP, Governm ent, private & civil society, EPAs, ministries , universiti es, associati ons.	800,000	700,000	1,500,000
	Development of 1.4 MW of MHP schemes for PURE in the 5 sites selected in the PURE-Chitral project (Izh-Orvik, Bilphok-Shogore, Shagram, Raman-Harchin)			40,000	45,400	85,400
	Development of productive uses of renewable energy (PURE) in the five selected areas			46,308	63,727	110,035
	Strengthened capacity for MHP planning and watershed management			23,880	33,253	57,133
	Promotion of a sound legal, institutional and regulatory framework preparing the ground for project replication			42,038	49,637	91,675
	Technical capacity building of local stakeholders and manufacturers on EE cooking, heating and housing products and technologies			150,000	-	150,000

Awareness raising for local communities on energy efficiency, cooking and heating			250,000	-	250,000
policy support and institutional capacity building to mainstream EE products and technologies into local and national level building codes and standards			200,000	-	200,000
Energy efficiency semi market development and financing			150,000	-	150,000
Establishment of legal and regulatory basis for removing lowest EE technologies from the market and promoting high-efficiency technologies			-	-	-
Building of institutional and individual capacity to secure on-the-ground implementation of regulatory frameworks, as well as actual standards and labelling program			-	-	-
Provision of information and technical assistance to the manufacturers of covered products			-	-	-
To prepare and implement energy conservation demonstration projects for: building material production, housing construction, energy efficiency of building, etc.			200,000	200,000	400,000
To document and analyze demonstration projects specifically to identify: (a) economic costs and environmental benefits, (b) required knowledge and skills, (c) legal issues, (d) institutional capacity gaps, etc.			15,000	30,000	45,000
To launch a public information campaign in support of energy conservation based on demonstration projects.			-	60,000	60,000

				1,917,226	1,182,017	3,099,243
5.4 Comprehensive Assessment and management plan developed and implemented for industrial and agricultural chemicals in the target regions.	Awareness campaigns, Promotion of Integrated Pest Management in Agriculture to phase out POPs	UNIDO, UNDP, ILO	Government, Private sector, Academia, Civil society, EPAs, Provincial Agriculture Departments, WAPDA,	300,000	300,000	600,000
	Assessment of hazardous industrial chemicals.			-	-	-
	Operationalisation of the National Implementation Plan for the Phase out of Persistent Organic Pollutants (POPs)			25,000	500,000	525,000
	ILO Activity			200,000	200,000	400,000
				525,000	1,000,000	1,525,000
5.5 Public Private Partnerships promoted to reduce industrial waste effluent pollution through the transfer of proven technologies.	Need assessment of promotion of public private partnership to manage industrial waste, Networking of Industries for Cost effective Waste management, Integrated waste management	UNIDO	Government, Private sector, Academia, Civil society	600,000	400,000	1,000,000
				600,000	400,000	1,000,000
5.6 National Healthcare waste management plans, guidelines and strategy implemented in selected healthcare facilities.	Assessment of health care waste management in each target district hospital, introduction and implementation of National healthcare waste management guidelines in target hospitals including series of trainings aimed for medical staff and hospital sanitary workers.	WHO	Ministry of health (Health service academy), Private sector, academia.	500,000	1,000,000	1,500,000
				500,000	1,000,000	1,500,000

5.7 Green jobs initiative launched in selected sectors	Assessment and Capacity Building of Green Jobs initiatives introduced in different sectors, Introduction of Model projects for the promotion of Green Jobs		UNIDO, ILO	Government, Private sector, Chambers of commerce, Academia, Civil society	600,000	400,000	1,000,000
	ILO Activity				250,000	250,000	500,000
					850,000	650,000	1,500,000
Total:					5,299,226	5,082,017	10,381,243
JPC1	11,542,000	10,711,000	22,253,000				
JPC2	16,003,347	11,996,653	28,000,000				
JPC3	2,525,000	3,648,500	6,173,500				
JPC4	2,927,000	6,609,000	9,536,000				
JPC5	5,299,226	5,082,017	10,381,243				
Total:	38,296,573	38,047,170	76,343,743				

ANNEX B:

ONE UN PROGRAMME IN PAKISTAN – OVERALL GOVERNING STRUCTURE

Pakistan is one of the eight countries in which the UN Country Teams are piloting “delivering as one” initiatives. An important component of that UN Reform effort is the “One UN Programme” that comprises the Joint Programmes and Joint Programme Components through which the Participating UN Organizations will contribute to Pakistan’s socio-economic development.

The following is a succinct description of the governance structure formulated through broad discussions within the UN Country Team, as well as those with national and international stakeholders. UNCT is likely to review this governance arrangement to bring it in compliance with changes due to such factors as the possibility of new UN entities establishing representation in Pakistan, the experimental nature of piloting, the evolving national priorities and the extent of resource mobilization against the resource gaps.

At the overall UN Reform Pilot level, the highest governance body is the **High Level Committee on UN Reform in Pakistan**, established in early 2007. It is the supreme body that brings together Government, UN and development partners. The High Level Committee oversees all aspects of the reform experience in Pakistan, monitoring of its progress, and fine tuning to enhance aid effectiveness. It is chaired by the Prime Minister or his/her representative and consists of main line agencies at the federal level, provincial governments and selected donor representatives, meeting periodically. The High Level Committee determines the programmatic areas of the One Programme Document.

This document focuses on the One UN programme and summarizes the management arrangements at three inter-related levels:

- 1) One UN Programme;
- 2) Joint Programmes; and
- 3) Joint Programme Components

as well as the common instrument for all three, the Pakistan One Fund.

1. One UN Programme

The **One UN Programme** in Pakistan consists of a set of UN joint programmatic interventions planned for the period 2008 to 2010, the initial period of “delivering as one” in Pakistan. During that period, it is expected that about 80% of the resources available with the UN family will be devoted to joint programmes.

The One UN Programme plus the stand-alone interventions of individual UN agencies form the revised UNDAF (United Nations Development Assistance Framework), which is the result of a detailed process of review of the current development context, MDG prioritization, stakeholder analysis and SWOT analysis.

The One UN Programme Document provides details on the joint programmes, the results and resources framework, management arrangements, overall budget and monitoring and evaluation mechanisms.

At the One UN Programme level, there will be two decision-making/advisory bodies:

- Within the UN system in Pakistan, the **United Nations Country Team (UNCT)** consisting of the heads of all agencies, funds and programmes represented in Pakistan is the inter-agency coordination and decision-making body, led by the Resident Coordinator. Within One UN Programme context, the main purpose of UNCT is to plan, implement, monitor, fine tune and ensure the delivery of tangible results in support of the development agenda of Pakistan.
- Under the High Level Committee (HLC), as its subsidiary body, there will be an **Executive Committee for One UN Programme**, which will normally meet quarterly, to focus on the One UN Programme. Representing the broad constituency of the High Level Committee, the Executive Committee will consist of the Secretary of the Economic Affairs Division (EAD) as Chair, the Resident Coordinator and one donor representing the donor community. Its principal duties are as follows:
 - a) Regarding the *un-earmarked contributions* at the One Program level, it decides on their allocation to one or more Joint Programs in consultation with Line Ministries, national partners, donors and the UNCT.
 - b) In addition, it endorses *allocations to the various Joint Programme Components* within a Joint Programme, based on recommendations and inputs of the respective Joint Programme Steering Committee.
 - c) It initiates the *transfer of funds* to Participating UN Organizations through the Resident Coordinator and the Administrative Agent, based on the recommendations of the JPC Task Forces.
 - d) It receives, and forwards to the High Level Committee, with appropriate comments, *compilation of consolidated narrative and financial reports* as well as the *certified financial statements*.
 - e) It exercises high-level overview of the implementation of the One UN Programme, providing guidance and facilitation, as appropriate.

2. Joint Programmes (JPs)

As constituent elements of the One Programme, five Joint Programmes are being developed (Agriculture, Rural Development and Poverty; Health and Population; Education; Environment; and Disaster Risk Management). The Joint Programme Documents provide details on the various joint programme components, the results and resources framework, management arrangements, JP budget, and monitoring and evaluation mechanisms. The JP Documents are expected to be finalized by end-November 2008.

At Joint Programme level, there will also be three bodies that offer guidance:

- A **Joint Programme Steering Committee (JPSC)** will provide strategic guidance for implementation of the Joint Programme. Each JP, aside from fully addressing the issues within its substantive coverage, also integrates

four cross-cutting issues (refugees, human rights, civil society engagement and gender). A Joint Programme Steering Committee will be co-chaired by a Government representative at the level of Federal Secretary (or equivalent) and by a UNCT member (representing the UNCT). The co-Chairmanship in a Joint Programme Steering Committee will not imply any charges to the JP budget. A JPSC includes one representative from each participating UN organization and one representative from each participating national partner. In addition, observers by invitation could include up to two representatives of donors, civil society and other partners as suitable. The JPSCs will normally meet every two months and, inter alia, will

- a) review and recommend for approval JP documents prepared by the TWGs;
 - b) approve prioritisation of outcomes/outputs, work plans and prioritised resource allocation as required at the JP and Joint Programme Component (JPC) levels;
 - c) oversee advancement of implementation of JPs and make changes if required at the JP levels; and
 - d) review and approve financial progress and standard progress reports at the JP level.
- A JPSC, through its subsidiary **JP Finance Sub-Committee**, (consisting of the two Co-Chairs of the JPSC and the TWG Co-Chairs) and based on recommendations of the relevant Thematic Working Group, will take note of donor contributions earmarked to its Joint Programme and make recommendations to the Executive Committee on the allocation of funds to each Joint Programme Component.
 - a) If the Executive Committee endorses the recommended allocation, JPSC communicates this to the Participating Organizations in that JPC.
 - b) If the Executive Committee does not endorse the recommended allocation, it will ask the JPSC to review its recommendation, based on its comments, and re-submit.
 - **Thematic Working Groups (TWGs)** were formed early in the piloting process to coordinate the formulation of the JPs. TWGs consist of representatives of the UN entities that participate in the JP, and will remain ready to provide substantive guidance to concerned JPs, ensuring that “delivering as one” happens.

Each JP will have a **UN Convening Agent** to facilitate coordinated programme and financial implementation. Its selection will be based on a comparative advantage and capacity assessment of the interested agencies. A Convening Agent

- a) acts as the secretariat for the JPSC;
- b) facilitates overall programme and financial implementation;
- c) provides inputs to JPSC on the objective application of resource allocation criteria;
- d) promotes synergies across the thematic area and the cross-cutting themes;

- e) prepares and consolidates standard progress reports at the JP level for submission to the UNCT and the AA, while drawing technical assistance from the AA.

3. Joint Programme Components (JPCs)

Joint Programmes are formed of several distinct **Joint Programme Components (JPCs)**. Each JPC is articulated in a document containing the results and resources framework, management arrangements, and budget plus monitoring and evaluation mechanisms.

At JPC level, there will be two bodies for guidance:

- Each JPC will be managed by a **Task Force** which is responsible for joint implementation and promotion of synergies at the JPC level among UN and other participants. Each Task Force will be co-chaired by a Government representative and a UNCT member. Its membership will consist of one representative of each Participating UN Organization and participating national partner (including relevant CSO implementing partners). A Task Force will normally meet every month
 - a) to facilitate the *preparation of annual work plans and associated budgets* at the JP Component level as submitted by the Participating Agencies and ensure conformity with the JP document;
 - b) make recommendations on resource allocation to Participating UN Organizations within the JPC, based on the funds made available to the JPC by the JPSC, and submit them for approval to the JPSC Finance Sub-Committee.
 - c) facilitate overall performance and monitoring of JP Component implementation and make changes if required;
 - d) oversee the *preparation of standard progress reports and financial progress reports* for submission to the JPSC and review and approve financial progress reports and standard progress reports at the JP Component levels for submission to the JPSC; and
- Based on the complexity of a particular JPC, it might be desirable to constitute an **Inter-Agency Working Group** to support the JPC implementation and ensure a strong “UN delivering as one” dimension. It would consist of representatives of the Participating UN Organizations in that JPC.

Based on the complexity of a JPC, the partners involved in that JPC may decide to have a UN **Convening Agent**. It

- a) facilitates the planning and review of annual work plans;
- b) promotes synergies across the JPC activities and with all cross cutting themes;
- c) facilitates overall progress of programmatic and financial implementation of the UN participating entities;
- d) provides inputs to the JPC Task Force on the application of the resource allocation criteria; and

- e) prepares and consolidates standard progress reports at the JPC level for submission to the JPSC, drawing on technical assistance from the AA.

4. Pakistan One Fund

The Pakistan One Fund will facilitate and streamline the donor resources directed to the One UN Programme, as well as to simplify substantive and financial reporting. As such, the Pakistan One Fund is a major vehicle for resources mobilization from donors to support the unfunded portions of the One UN Programme and to facilitate the funding of any new initiatives within the context of the One UN Programme.

UNCT has designated UNDP as the **Administrative Agent (AA)** that will administer the Pakistan One Fund for the duration of the One UN Programme, which at present is for the period 2008 - 2010. UNDP will administer the fund in accordance with the UNDP Regulations and Rules. The Memorandum of Understanding signed on 17 June 2008 by all UN Participating Organizations describes in detail the Pakistan One Fund and the role/responsibilities of the Administrative Agent.

The responsibilities of the Administrative Agent include:

- a) *Receipt, administration and management of contributions* from Donors;
- b) *Disbursement of funds to the Participating UN Organisations*, in accordance with the instructions of the Resident Coordinator, on behalf of the HLC Finance Sub-Committee.
- c) Provide support to the JPSCs and the JPC Task Forces in their reporting functions, as mutually agreed by the respective parties; and
- d) *Compilation of consolidated narrative and financial reports* on Pakistan One Fund to the Executive Committee, UNCT, donors and partners. Participating UN Organizations are responsible for preparing and submitting the reports based on the UNDG standard narrative reports and financial reports to the Administrative Agent in accordance with the reporting schedule specified below, and in the case of narrative reports through their respective JPC Task Forces and JPSCs. In this, the Convening Agents at the JP and JPC levels will support the Participating UN Organizations, which will report on the specific JP/JPC activities they are responsible for and the related funds they have received.

In terms of reporting, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations as follows:

- Through the Convening Agent, each Participating UN Organization will provide the Administrative Agent with the following financial statements and reports at the One Programme, JP or JPC level, as applicable, using the standard formats approved by the UNCT:
 - (a) *Annual financial statements and reports* for the period up to 31 December of that year with respect to the funds disbursed to it from

the Pakistan One Fund, to be provided no later than 30 April of the following year; and

- (b) *Certified final financial statements and final financial reports* from the Participating UN Organizations after the completion of the Programme and including the final year of the Programme, to be provided no later than 30 June of the year following the financial closing of the Programme.
- In addition and again through the Convening Agents, Participating UN Organizations will report to the JPC Task Force, using standard formats approved by the UNCT. Using those reports, each Joint Programme Steering Committee (through the JP Convening Agent, as applicable) will provide the Administrative Agent with the following:
 - (a) JP Annual Narrative Progress Report for that year, no later than 31 March of the following year; and
 - (b) JP Final Narrative Report, no later than 30 April of the year following the financial closing of the JP. The final report will give a summary of results and achievements compared to the goals and objectives of the Joint Programme.

The Administrative Agent will prepare *consolidated narrative and financial reports*, based on the above-mentioned reports, and send them to the Resident Coordinator for onward submission to the UNCT, Executive Committee for One UN Programme and to each donor that has contributed to the Pakistan One Fund, in accordance with the timetable established in the Administrative Arrangement.

The Administrative Agent will also provide the following *financial statements* to the Resident Coordinator for onwards submission to the UNCT, Executive Committee for One UN Programme, Donors and Participating UN Organizations:

- (a) *Certified annual financial statement* for the year ("Source and Use of Funds") by 31 May of the following year; and
- (b) *Certified final financial statement* ("Source and Use of Funds") to be provided no later 31 July of the year following the financial closing of the Pakistan One Fund.

ANNEX C: Joint Programme Logical Framework

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management			
<p>Outcome:</p> <p>Institutional mechanisms for integrated environmental management strengthened and operational.</p>	<p>Indicator:</p> <p>One UN-GOP Comprehensive Programme to integrate principles of sustainable development into country policies and programmes to reverse the loss of environment in line with MDG Target 7A</p>	<p>Target:</p> <p>Progress towards the attainment of MDG 7 on Environmental Sustainability</p>	
<p>Outputs:</p> <p>1. Enhanced capacity Pakistan Environmental Protection Council (PEPC) and provincial/regional level apex bodies.</p>	<ul style="list-style-type: none"> - PEPC unit/ Environmental Policy Directorate and secretariats will be adequately resourced with tailored technical and functional capacities to monitor the status of implementation of policies formulated by the Ministry of Env and report to PEPC. - PEPC provides policy guidance at the national and provincial levels to promote sustainable development. - Number of sectoral development policies influenced by PEPC to promote sustainable development. - Provincial/ regional apex bodies established and operational. 	<ul style="list-style-type: none"> - Environmental mainstreaming in development planning 	<p>Minutes of the meetings, policy documents reviewed by PEPC</p> <ul style="list-style-type: none"> - GOP and UN stays committed to NSDS&AP. - PEPC regularly reviews the progress on NSDS&AP implementation.
<p>2. Finalization and approval of National</p>	<p>- NSDS&AP is aligned with</p>	<p>- MTRF, ADPs, UN</p>	<p>Programme</p> <p>Strong</p>

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions	
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management				
<p>Sustainable Development Strategy and Action Programme (NSDS&AP) as major GoP policy and programming initiative with emphasis on linking with other thematic areas including; agriculture, rural development & poverty reduction; disaster risk management; education; and health & population.</p>	<p>national/provincial policies and implementation plans.</p> <ul style="list-style-type: none"> - NSDS&AP discussed, finalized and implementation initiated. - NSDS&AP contains specific elements to address the poverty-environment nexus/ and response to natural disasters/climate change. - Integration of cross-cutting (gender, human rights, civil society and refugees)themes 	<p>agency projects and government financing mechanism aligned with the NSDS&AP.</p>	<p>reports, national notifications and amendments in the MTRF, ADPs.</p>	<p>commitment exist among Public Sector and Private Sector to deal with environmental problems</p>
<p>3. Environment friendly sectoral policies formulated in the areas of:</p> <ol style="list-style-type: none"> 1) drinking water and sanitation including emergencies 2) urban development 3) green industries 4) climate change 5) energy 6) forestry 7) ground water 	<ul style="list-style-type: none"> - Number of inclusive sectoral policies and implementation plans developed that correspond to the NSDS&AP. - Baseline study on environmental services for eco-systems completed for selected areas. - Policy for surface and ground water use in arid/semi-arid regions, such as Balochistan - Integration of cross-cutting (gender, human rights, civil society and refugees)themes - Number of water and sanitation sector policies, strategies, acts, rules, standards and guidelines developed, approved and enacted - Number of projects/programmes 	<ul style="list-style-type: none"> - Number of communities (men and women), workers and employers organisations benefit from environment programmes under basic needs, urban development , green industries and jobs, NRM, energy services and climate change related sub-programmes 	<p>Policy Documents</p>	

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management			
	(with allocated budget/utilization) implemented to support implementation of policy and regulatory framework		
<p>4. Enhanced environmental compliance in response to national and international guidelines, laws and regulatory frameworks.</p>	<ul style="list-style-type: none"> - Technical and institutional capacity development of Federal and Provincial/regional EPAs, Environment Sections of Planning Commission and relevant sections of the Foreign Office. - Establishment of "Green Force" to monitor environmental compliance - Establishment of GEF Cell and Climate Change Cell/ Directorate in MoE. - Strengthening of CDM Cell/Directorate. - Strengthening of MoE and cells of other relevant of line ministries to address GoPs commitments on MEAs/Directorate - Environmental tribunals in all provinces/regions notified. - Public awareness on environmental laws and tribunals increased. - Focal persons at Min of Env and other Federal Environmental agencies trained in receiving and addressing public grievances 	<ul style="list-style-type: none"> - Number of officials participated in the capacity building programmes - # of public private partnerships dealing with environmental management increased. - Number of officials participated in MEA related capacity building and implementation - Number of legislations reviewed and implemented 	<ul style="list-style-type: none"> - Number of public private partnerships - Business entities/ employers organizations promoting/ operating on CSR principles

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management			
	<ul style="list-style-type: none"> -Legislations reviewed/ revised (forest, nursery, wildlife etc..) and Urban Environment and industries (promotion of Corporate Social Responsibility) for environmental management. - National Hospital Waste management rules 2005 need to be publicized and implemented - Public Private Partnerships (PPP) respond to the regulatory frameworks using Self Monitoring and Reporting Tools (SMART). - Corporate Social Responsibility (CSR) mainstreamed into business schools and promoted through government certification and incentive provisions. - Number of relevant stakeholders sensitized on Bio safety guidelines and laws. 		
<p>5. Decision making support systems in place to track the resource allocations, environmental trends and to integrate environment in national budgeting process.</p>	<ul style="list-style-type: none"> - IDA coordination mechanism aligned with DAD-Pak and aid agencies' projects under NSDS&AP. - State of the Environment Report produced by MoE and EPA for sectoral planning ministries using National Environmental 	<ul style="list-style-type: none"> - Regular analysis of donor assisted projects for environment and sustainable development using the DAD-Pak. - NEIMS established and functional. 	<ul style="list-style-type: none"> - analytical report using DAD-PAK, NEIMS - Report in accounting system with environment related
<ul style="list-style-type: none"> - Ministries at Federal level can coordinate for exchange and use of relevant information 			

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions	
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management				
	<p>Information System (NEIMS).</p> <ul style="list-style-type: none"> - Economic and financial cost of environmental degradation available in disaggregated form to influence fiscal decision making at national and provincial level - GIS based dataset available to assess and monitor trends of the quality of natural resources. - Systems for monitoring of forestry sector mega projects developed and operational. - Environment accounting system established to reflect disaggregated expenditure by sex and sub-sector in National Accounting Systems and environmentally adjusted accounts are being generated 	<ul style="list-style-type: none"> - Environmental Accounting System established 	<p>information</p>	
<p>6. Development of a inclusive common platform of relevant/key partners to connect policies, programmes and projects and actions by government, aid agencies, NGOs and UN agencies, and commercial activities of the private sector into an agreed sustainable development framework for each target region.</p>	<ul style="list-style-type: none"> - Common platform for government, civil society, workers and employers organizations, donors and UN agencies functional - Number of national and provincial policies and development plans emerging from this common platform. - Number of local governance 	<ul style="list-style-type: none"> - Common platform for government, civil society, workers and employers organizations, donors and UN agencies functional - Large segment of population particularly in demonstration region 	<p>Number of knowledge networks at national, provincial and district levels.</p>	<ul style="list-style-type: none"> - Government remains committed to integrating environment in national and sector development plans and programmes - Local

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions	
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management				
	<p>institutions including district governments, CCBs, CSOs, private sector, youth etc. involved in environment management in demonstration regions.</p> <ul style="list-style-type: none"> - Civil Society Organizations implement small scale interventions at the grass-roots level for the achievement of MDGs targets. - Provincial and local development plans incorporate sustainable development. 	<p>favor better environmental management.</p> <ul style="list-style-type: none"> - Policies planning and implementation improves the living conditions of population in the demonstration region (in particular vulnerable groups, women, refugees) - Number of grass-roots organizations implementing local initiatives 	<p>Planning documents at local level</p>	<p>Government structure remains relevant to development process</p>
<p>7. Effective communication and education mechanisms established to raise mass awareness on environmental issues.</p>	<ul style="list-style-type: none"> -Environmental education included in formal education system -Awareness campaigns, workshops and other sensitization events in line of the National Year of Environment (2009) -Refresher courses/ technical trainings and exposure visits (national and provincial participants) - Number and types of targeted awareness campaigns on environment related issues - Number of public representatives/parliamentarians 	<ul style="list-style-type: none"> - Public opinion on environment related issues enhanced. - youth clubs and schools proactively engaged in environmental management 	<ul style="list-style-type: none"> - Coverage in mass media - Changes in educational curriculum 	<ul style="list-style-type: none"> - Sufficient resources are available for undertaking awareness related activities

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management			
	(Senators, MNAs, MPAs, Nazims), political activists and media representatives sensitized on environmental issues. - Number of parliamentary bills incorporating discussions on sustainable development and environment - Number of CSOs, men and women groups, workers and employers organisations and community representatives engaged in awareness campaigns - Number of nature and environmental clubs established in target regions. - Number of refugee committees engaged in awareness campaign and environmental education		

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 2 : Integrated Programme on Access To Safe Water And Improved Sanitation			
Outcome: Integrated programme towards achievement of MDG Target 7C on access to safe water	Indicator: Reduction in incidence of	Target: Accelerate progress towards attainment of	PSLMS, PIHS, JMP data,

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 2 : Integrated Programme on Access To Safe Water And Improved Sanitation			
and improved sanitation	waterborne diseases	MDG target 7C to the point on or above expected rates within 2009/10	Programme documents/reports
<u>Outputs:</u> 1. Enhanced access to improved drinking water and sanitation services	<ul style="list-style-type: none"> • Number and % of households provided with access to improved water and sanitation services, including refugees • Number of water supply schemes having community-based mechanism for sustainable operation and maintenance • Training programme on the basis of training need assessment developed and implemented • Number of persons trained on various aspects of water and sanitation at the federal, provincial, district, tehsil and UC levels 	<ul style="list-style-type: none"> • Gains towards MDG target 7c 	PSLMS, PIHS, JMP data, Programme documents/reports Participatory planning process is followed to engage all the stakeholders including civil society, marginalized groups Commitment and Government support Commitment and donor support Sufficient resource mobilization Issues of security and access
2. Enhanced access to improved water and sanitation facilities as per standards in schools and health care facilities	<ul style="list-style-type: none"> • Number and % of boys and girls schools (including refugees schools where applicable) provided access to functional child-friendly water and sanitation facilities as per standards • Number and % of health care facilities and the catchment population provided access to 	<ul style="list-style-type: none"> • Child-friendly water and sanitation facilities promoted • Health care facilities meet hygiene standards 	Programme documents, Pakistan Education and Health statistics, (EMIS, HMIS), Adequate data collection processes are carried out in the timeframe required (2009/2010)

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 2 : Integrated Programme on Access To Safe Water And Improved Sanitation			
	functional water and sanitation facilities		
3. Improved hygiene practices amongst healthcare workers, families, school teachers and school children	<ul style="list-style-type: none"> • Number and % of health care workers, families, school teachers and school children reached with appropriate hygiene messages and practicing safe hygiene practices 	<ul style="list-style-type: none"> • Targeted communities use safe hygiene practices. 	Pre and post KAP surveys, HMIS
4. Strengthened water quality monitoring, surveillance and improvement systems	<ul style="list-style-type: none"> • Number of water quality monitoring laboratories established and functional at federal, provincial, district and tehsil levels • Water quality monitoring and surveillance framework is developed • Certification mechanism for drinking water quality labs is established and strengthened • Number of water supply schemes (along with the population served) which are being regularly monitored for water quality and providing safe water • Number and % of households using household water treatment options • Number and % of households using household water quality testing options • Number of government staff and partners trained on water quality 	<ul style="list-style-type: none"> • Comprehensive framework developed 	Government /programme documents

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 2 : Integrated Programme on Access To Safe Water And Improved Sanitation			
	monitoring		
5. Enhanced Watsan sector coordination and knowledge management	<ul style="list-style-type: none"> • Number of meetings of water and sanitation coordination committees held at the Federal, Provincial and District levels • Development of water and sanitation sector MIS at the Federal and Provincial levels • Mapping (including database) of partners' (Govt and development partners) interventions (who is doing what, where) is completed and made available to all concerned 	<ul style="list-style-type: none"> • Knowledge Network on WATSAN operational 	KM Networks Functional MIS Minutes of Coordination Meetings
6. Enhanced disaster risk management and humanitarian response capacity for Watsan sector at the federal, provincial and district level	<ul style="list-style-type: none"> • Number of NDMA approved contingency plans (including capacity mapping) completed at federal, provincial and district levels • Number of persons trained on disaster preparedness and humanitarian response for water and sanitation sector • Number of people provided with water, sanitation and hygiene during emergencies 	Adequate preparation for emergency response in the water and sanitation sector in Pakistan	Preparedness and response documents,

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 3: Integrated Natural Resource Management in Demonstration Regions			

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 3: Integrated Natural Resource Management in Demonstration Regions			
<p>Outcome:</p> <p>Integrated Natural Resource Management in Demonstration Regions towards the achievement of MDG7A and 7B</p>	<p>Indicator:</p> <p>Proportion of land area in demonstration regions managed under sustainable use regimes</p>	<p>Target:</p> <p>% of land area being managed sustainability</p>	
<p><u>Outputs:</u></p> <p>Preparation and implementation of area-based strategies for:</p> <p>1. Integrated water and natural resources management;</p>	<ul style="list-style-type: none"> • Number of demonstration projects set up and strategy plans completed. • Number of initiatives for capacity development in Integrated water and Natural Resource Management (IWNRM) completed at national and decentralized levels • Implementation of sustainable conservation initiatives at four representative wetlands sites. • A nation-wide awareness campaign designed and implemented for Integrated water and Natural Resource Management (IWNRM). 	<ul style="list-style-type: none"> • 4 demonstration regions adopt sustainable conservation models 	<ul style="list-style-type: none"> • Progress reports • Implementation Plans • Accessibility to the field in not hampered due to security
<p>2. Climate change adaptation;</p>	<ul style="list-style-type: none"> • Number of baseline studies completed to document impact of climate change in different sectors. • Number of initiatives including marginalized communities, implemented to respond to the climate change in demonstration regions • Geographical focused climate change impact and adaptation 	<ul style="list-style-type: none"> • Vulnerability assessment report available. • Two geographical areas covered with climate change adaptations models 	<ul style="list-style-type: none"> • Assessment reports • Progress reports

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 3: Integrated Natural Resource Management in Demonstration Regions			
	study conducted such as, coastal and mountain regions. <ul style="list-style-type: none"> • Vulnerability studies of climate change patterns completed. 		
3. Nature conservation, including protection of vulnerable and threatened habitats/species	<ul style="list-style-type: none"> • Number of community groups including women and refugees (where applicable), engaged in promoting, natural resource management, biodiversity conservation and conservation agriculture. • Number of conservation/sustainable use initiatives contribute to the actions proposed in the National Biodiversity Action Plan • Number. of management plans developed and implemented for critical ecosystems. • Number potential Natural World Heritage Sites verified in target areas. • % of land area and number of community groups including women's groups and CSOs involved in biodiversity conservation, sustainable use and NRM. 	<ul style="list-style-type: none"> • 3 projects under implementation for nature conservation and protection of vulnerable and threatened habitat/Species 	<ul style="list-style-type: none"> • Project reports • Integrated conservation and sustainable use plans adopted by all stakeholders
4. Enhancing Sustainable Land Management Through Community-Based integrated management of Natural Resources	<ul style="list-style-type: none"> • Number of demonstration sites established for sustainable land management practices. • An assessment and monitoring system developed 	<ul style="list-style-type: none"> • 4 demonstration sites implementing sustainable land management practices. 	Progress reports

Summary	Objectively Verifiable Indicator		Means of Verification	Critical Assumptions
JP Component 4: Sustainable Urbanization				
<p>Outcome: Urban actors having a better understanding of critical urban issues affecting slum dwellers and urban poor in cities including urban issues relating to climate change (as a contribution to achieving MDG7D)</p>	<p>Indicator: Number of local, provincial and federal stakeholders involved and actively participating in the preparation and launch of the Pakistan State of the Cities Report</p>	<p>Target:</p> <ul style="list-style-type: none"> Stakeholders from local, provincial and federal levels including, government, private sector, civil society, academia, CBOs, media and professional bodies engaged in the preparation and launch of the Pakistan State of the Cities Report 	<ul style="list-style-type: none"> Attendance at events Pakistan State of the Cities Report published 	
<p>Outputs:</p> <p>1. Improved Baseline data (Pakistan State of the Cities Report and Urban Profiles) on critical urban issues including issues relating to climate change.</p>	<ul style="list-style-type: none"> Number of urban profiles completed which include issues such as: rural-urban migration, waste management urban mobility, land tenure systems and services to the urban poor Urban data base “urban observatories” piloted at local, provincial and federal level Number of city consultations and awareness events held with attendance documented and disaggregated by sex. 	<ul style="list-style-type: none"> Criteria for the selection of target cities established At least 8 urban profiles completed At least 5 events on World Heritage Cities and ‘Right to the City’ 2 city consultations per demonstration city with a minimum attendance of 100 persons out of which 30% women 	<ul style="list-style-type: none"> Urban profile documents City consultations reports with list of participants 	<p>Participatory planning process is followed to engage all the stakeholders including civil society, marginalized groups</p>
<p>2. Mechanisms in place, in selected cities, for participatory urban environment planning and management.</p>	<ul style="list-style-type: none"> Number of city level inter-sectoral working groups established on critical urban environment issues with attendance documented and 	<ul style="list-style-type: none"> 3 inter-sectoral working groups per demonstration city with a participation of 30% of women 	<ul style="list-style-type: none"> Working group meetings minutes with list of participant Issue specific 	

Summary	Objectively Verifiable Indicator		Means of Verification	Critical Assumptions
JP Component 4: Sustainable Urbanization				
	<p>disaggregated by sex.</p> <ul style="list-style-type: none"> • Number of planning and management units operational in selected cities. • Number of cities having Integrated Urban Strategies agreed by all Stakeholders and approved by Government. • Number of Planning and Design Guidelines developed for selected cities. • Number of urban development plans incorporating Rights Based Approach/tenure rights • Pilots on C4E launched • Civil society forum on LEP/land tenure rights set up 	<ul style="list-style-type: none"> • Linkages between working groups established • At least one issue specific strategy agreed per city • Number. of CSOs and CBOs engaged in promoting participatory environmental planning 	<p>strategy documents approved by local government</p>	
<p>3. Building on on-going good practices, demonstration activities implemented and documented, in selected cities, addressing key urban issues affecting slum dwellers and urban poor.</p>	<ul style="list-style-type: none"> • Number of people benefiting from improved conditions as a result of better urban mobility, waste management, land tenure systems and services to the urban poor promoted and implemented in urban and peri-urban areas • Number of demonstration projects implemented and documented highlighting no. of right-holders by sex. • Number of solid waste managed through Public Private Partnerships in secondary cities. 	<ul style="list-style-type: none"> • 7 demonstration projects per demonstration city • Number of CBOs engaged in participatory monitoring of projects 		

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 5: Support for Green Industries, Waste Management, Energy and Jobs			
<p>Outcome:</p> <p>Support for Green Industries, waste management, Energy & Jobs (to contribute to MDG Targets 7A and 7C)</p>	<p>Indicator:</p> <p>Percentage increase in initiatives to promote Green Industries, waste management, energy & jobs</p>	<p>Target:</p> <p>Active participation of stakeholders in targeted areas on Green Industries, waste management, energy & jobs</p>	<ul style="list-style-type: none"> • Development Assistance Database (DAD) – Change between 2008 and 2010
<p>Outputs:</p> <p>1 Strategic environmental assessment (SEA) and Needs Assessment of local industries and resource development activities and proposals</p>	<ul style="list-style-type: none"> • Comprehensive reports available on the domestic industries • Number of industrial sectors covered under SEA • Self Monitoring and Reporting Tools (SMART) adopted by industries. • Identification of technologies both for mitigation and adaptation and their availability for a selected window of industries • Number of industries adopting environmental friendly SOPs. 	<ul style="list-style-type: none"> • At least three industrial sectors covered under SEAs • 250 industrial units using SMART programme 	
<p>2 Capacity development and facilitation to adopt Clean Development Mechanisms and Carbon Trade Facilities</p>	<ul style="list-style-type: none"> • Number of projects (industries, Natural Resources Management and energy) applying Clean Development Mechanisms and benefiting from carbon trade facility. 	<ul style="list-style-type: none"> • At least 5 projects covering 3 sectors registered under Clean Development Mechanisms 	<ul style="list-style-type: none"> • Clean Development Mechanisms (CDMs) effectively used for carbon financing

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 5: Support for Green Industries, Waste Management, Energy and Jobs			
	<ul style="list-style-type: none"> • Establishment of carbon trust funds. • Number of institutions and individuals trained to develop CDM Projects (suggested in TWG Meeting) 		
<p>3 Development and implementation of sustainable energy activities, incorporating alternative/ renewable supplies, energy efficiency and equitable access.</p>	<ul style="list-style-type: none"> • SMEs and Households accessing bio-fuel and bio-gas energy. • Number of households having adopted energy efficient technologies in housing construction and house hold appliances • Number of projects promoting alternate energy sources (solar/wind/hydro) for access to energy and productive use of energy • Number of districts and municipalities having adopted energy efficient technologies in housing construction and house hold appliances 	<ul style="list-style-type: none"> • Reliable sustainable energy sources established as part of the local successful sustainable economic development. 	<ul style="list-style-type: none"> • 25% of energy saved through energy conservation measures
<p>4 Comprehensive Assessment and management plan developed and implemented for industrial and agricultural chemicals in the target regions.</p>	<ul style="list-style-type: none"> • Comprehensive assessment of the indigenous industries finalized by 2010 • Operationalization of National Implementation plan for phase out of Persistent Organic Pollutants 	<ul style="list-style-type: none"> • Assessment report available • POPs phase out project initiated 	

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions	
JP Component 5: Support for Green Industries, Waste Management, Energy and Jobs				
<p>5. Public Private Partnerships promoted to reduce industrial effluent pollution through the transfer of proven technologies.</p>	<ul style="list-style-type: none"> • Number of agreements signed under Public Private Partnerships to manage industrial effluent • Four (4) Waste disposal units for industrial pollution and municipality waste established and operational. 	<ul style="list-style-type: none"> • Public Private Partnerships established • Four waste disposal units operational 	<ul style="list-style-type: none"> • Agreements • Four waste disposal units 	
<p>6. National Healthcare Waste Management Plans, guidelines and strategy implemented in selected healthcare facilities.</p>	<ul style="list-style-type: none"> • Fifteen target central district hospitals implementing the national healthcare waste management plans. • Five target district implementing the national healthcare waste management plans • Fifteen target central district hospitals implementing the national healthcare waste management plans 	<ul style="list-style-type: none"> • 100% target hospitals implementing national healthcare waste management plans; 	<ul style="list-style-type: none"> • Interviews with hospital staff; Yearly progress reports; review meetings; • Participant evaluation forms; Field surveys, Quarterly progress and interim reports, review meetings, training evaluation forms; 	
<p>7. Green jobs initiative launched in selected sectors</p>	<ul style="list-style-type: none"> • Number of sectors launching green jobs initiatives • Assessment of green jobs initiatives on productivity and environment carried out and disseminated • Number of women groups, 	<ul style="list-style-type: none"> • 10 modular enterprises covering 3 sectors implement green jobs initiatives • Assessment of at least two sectors conducted and disseminated 	<ul style="list-style-type: none"> • Technical cooperation agreements with local government institutions and industries • Results of 	

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 5: Support for Green Industries, Waste Management, Energy and Jobs			
	workers, employers, civil society and vulnerable groups including refugees involved in developing participatory plans, regulations and promotion of green jobs.	assessment studies	

Annex D: Acronyms

AEDB	Alternate Energy Development Board
ADB	Asian Development Bank
AJKIC	Azad Kashmir Implementation Committee
AKDN	Aga Khan Development Network
APTMA	Pakistan Textile Mills Association
CA	Convening Agent
DFID	Department for International Development
EU	European Union
ENERCON	Energy Conservation
FAO	Food and Agriculture Organization
GTZ	German Technical Cooperation
GCISC	Global Change Impact Studies Centre
IUCN,	International Union for Conservation of Nature
ILO	International Labour Organization
IAWG	Inter Agency Working Group
JPSC	Joint programme Steering Committee
JP	Joint Programme
JPC	Joint programme Component
LEAD	Leaders for Environment and Development
NAIC	Northern Areas Implementation Committee
NARC	National Agriculture Research Council
PARC	Pakistan Agriculture Research Council
PCRWR	Pakistan Council for Research in Water Resources
PFI	Pakistan Forest Institute
PCRET	Pakistan Council of Renewable Energy Technologies
PSQCA	Pakistan Standards and Quality Control Authority
PNAC	Pakistan National Accreditation Council
PWD	Public Works Department
PIDAs,	Punjab Irrigation and Drainage Authority
RNE	Royal Netherlands Embassy
SDC	Swiss Agency for Development and Cooperation
TWG	Thematic Working Group
UN-HABITAT	United Nations Human Settlements Programme
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Science and Culture Organization
UNHCR	United Nations High Commission Refugees
UNICEF	United Nations International Children's Fund
UNIDO	United Nations Industrial Development
UNIFEM	United Nations Development Fund for Women
UNCT	United Nations Country Team
WASA	Water and Sanitation
WHO	World Health Organization
WWF	World Wide Fund

JOINT UN PROGRAMME on ENVIRONMENT

Country: Pakistan

Joint Programme Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management

Joint Programme Component Outcome:

Operational and Effective Institutional Mechanisms for integrated environmental management in Pakistan

Programme Duration: **2 Years**
Anticipated start day: **1st January 2009**
Anticipated end day: **31st December 2010**

Fund Management Option: **Pass-through**

Administrative Agent: **UNDP**

Total estimated budget*: **USD 22,253,000**

Out of which:

1. Funded Budget: **USD 1,405,000**

2. Unfunded budget: **USD 20,848,000**

* Total estimated budget includes both programme costs and indirect support costs

Table of Contents

1. Signature Page	3
2. Situation Analysis	4
3. Strategies, including the proposed joint programme component	5
4. Beneficiaries and Impacts	8
5. Results and Budgetary Framework	8
6. Management and Coordination Arrangements	8
7. Fund Management Arrangements	10
8. Monitoring, Evaluation and Reporting	11
9. Legal Context or Basis of relationship	13
Annexes	
A. Results and Budgetary Framework	14
B. Governance Structure of One UN Pakistan	18
C. Joint Programme Component 1 Framework	23
D. Acronyms	29

1. Signature Page



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Secretary
Ministry of Environment



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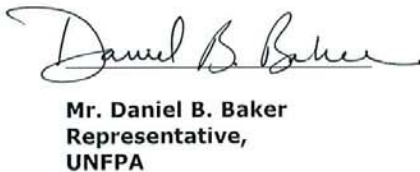
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18 December 2008

Date

2. Situation Analysis

In the last 10 years Pakistan performed very well on the economic front and its GDP rose from 4.8% in 2003 to 8.4% during 2005. There has been growth in industrial and agricultural sectors and direct foreign investments have been made in oil and gas, telecommunication and manufacturing sectors as well the service sector. Such growth is usually accompanied with negative impacts on the bio-physical environment unless remedial measures are taken proactively and a well managed regulatory mechanism is in place. However, the evidence is to the contrary and there is a visible deterioration in the quality of air, water, soil and other environmental elements across the country due to lack of environmental services and products. This further lowers the quality of life of the poor and has an adverse impact on their livelihoods which are largely dependent on natural resources of the country. The institutional framework to address environmental issues is still very weak and environment is yet to stand high on the national development agenda. Environmental concerns are not mainstreamed into major policies and programmes of the Government, despite its stated resolve to make Environmental Impact Assessments (EIAs) mandatory for all development projects.

While the Constitution of Pakistan places "Environmental Pollution and Ecology" under the concurrent list (i.e. both the Federal Government and Provincial Government" can legislate on this subject and have joint responsibility for environmental management), the results are not very encouraging. The primary reasons being the relatively low priority assigned to environment and institutions responsible of taking forward the environmental agenda – particularly in the provinces and in districts, lack of resource allocation, weak policy and enforcement mechanisms, inadequate human resource and absence of meaningful collaboration between key stakeholders i.e. government, intergovernmental organisations, donors, multi-lateral agencies (such as UN agencies) International Financial Institutions (IFIs), private sector, civil society, media and academia.

While the Pakistan Environmental Protection Council (PEPC) is headed by the Prime Minister and is the highest forum to ensure better integrated environmental management in the country, it meets infrequently and lacks mechanisms to ensure strict compliance with its decisions. Similarly, the Ministry of Environment at the Federal level, Provincial Departments of Environment and Pakistan Environmental Protection Agency (Pak EPA) have very broad mandates but the commensurate level of authority, supporting legislation, financial resources and technical capacities are inadequate not enabling them to play their due roles. Similarly, there are Environment Sections at the Federal Planning and Development Division and Provincial P&D Departments but they too face severe shortage of well trained and adequate number of professionals. Within the civil society two of the largest global conservation organisations i.e. The World Conservation Union (IUCN) and World-Wide Fund for Nature (WWF) have strong presence in the country and have provided invaluable support to both the government and civil society in shaping Pakistan's environmental agenda. There are several national NGOs, such as Leadership for Environment and Development (LEAD-Pakistan), Pakistan Institute for Environment, Development and Research (PAIEDAR), Sustainable Development Policy Institute (SDPI) etc. which are influencing the policy framework as well as creating public awareness and building essential capacities for improved environmental management.

On a more positive note, Pakistan has a number of policies and strategies for the management of its environment. These include the National Environment Policy, the National Conservation Strategy, National Environment Action Plan, Forest Policy, National Sanitation Policy etc. In addition, key documents such as Vision 2030 and Medium Term Development Framework (MTDF) mention a commitment to conserve the environment. However, their implementation remains an issue due to weak institutional capacities and lack of integration of environmental concerns within key sectors of the economy. Moreover, some of these policies seem to have been developed in a piecemeal manner without a much integrated approach while others lack appropriate dissemination and awareness raising components. There is lack of action on most policy recommendations due to inadequate resources and absence of coordination among major ministries of the government.

3. Strategies, including the proposed joint programme component

3.1 Background and Context

Given the importance of having better governance, management and coordination within the Environment sector of Pakistan, development and institutionalisation of appropriate mechanisms to ensure improved and integrated environmental management is an important Joint Programme Component for the Environment TWG.

Given the broad range of sub-sectors, policies, institutions and actors in the Environment sector, it is essential to have a well functioning and effective institution at the federal level to develop consensus and provide policy advice to all major actors and partners. Thus, strengthening the PEPC, its programme and members would be a key activity. Similarly, capacity building of the Ministry of Environment, Environmental Protection Agency (EPAs) (Federal, Provincial and Regional), Provincial/ Regional Departments of Environment and select ministries would be another programme area to improve effectiveness of regulatory frameworks and better coordination. Given the need to align major environmental policies and to develop policies in those areas where none exist, support for the review and alignment as well as development of policies would also be given due consideration. Reviewing major policies in other sectors, which have an impact on environment, and mainstreaming environmental concerns in them would be yet another key programme area. Raising awareness about environmental issues and provision of relevant information to economic planners would also be an important programme area. In fact, with the support of UNDP, the Ministry of Environment has already initiated work on the development of a National Environmental Information System which would not only collate all essential environmental data into one mega data base but also make it easily accessible for all stakeholders. All of this is in line with the objectives of the National Environmental Policy, National Conservation Strategy and other major environment related policies of the government of Pakistan. These activities also allow Pakistan to meet its obligations under Goal 7 of the MDGs and ensure better compliance with the existing laws for the protection of environment.

UN support under this JPC would help the Government to ***strengthen its capacity and service delivery***, and adopt a rights-based approach while being aligned directly with the National Environment Policy, National Perspective Plans, Vision 2030, National MDGs targets, United Nations Development Assistance Framework (UNDAF), Poverty Reduction Strategy Papers, national targeted programmes and provincial and district level plans and programmes to conserve environment.

The more cohesive One Programme and UN Country Team will be a more effective participant in ***policy research, policy advisory, programme preparation, project implementation*** and a more powerful advocate of UN policies and values in line with the national priorities of Government of Pakistan. Increased consistency and coherence of policy advocacy and advisory will enable the UN to speak with one voice and to create space for individual agencies to take a more proactive approach to agency-specific policy areas in line with the main objectives of the One UN.

These will be important as the UN increasingly delivers its support at the provinces and districts in program preparation and project implementation on a sustainable basis.

3.2 The Proposed Joint Programme Component

The principal guiding criteria for the One Programme implementation include:

- a) **Pro-Poor Focus**. Targeting the groups at the lower end of socio-economic indicator ranks, as well as those prone to specific environmental conditions and disaster risks.
- b) **Federal - Provincial Balance**. Balance the interests and expectations of Federal and Provincial Governments, as well as the emerging needs of the district tier in selecting specific tehsils or union councils for UN interventions. Furthermore, in the prevailing

- situation, security considerations will be paramount to ensure staff safety while "delivering as one".
- c) **Build on Past Experience.** Lessons learned from existing and past programs will guide the adoption of rational, harmonized and workable systems suited to Pakistan's conditions for delivery of impact.
 - d) **Sustainability:** It will be ensured that future programmes/projects developed in line with the UN objectives and in accordance with national priorities of Government of Pakistan will contain inbuilt financial mechanisms for sustainability through pilots to become a showcase for reference/replication.
 - e) Any project/programme undertaken may have baseline quantifiable indicators before hand for the future evaluation of the project.

Programme Vision: *"to provide an effective and sustained improvement in Integrated Environmental Management in Demonstration Regions towards the achievement of MDG7A and 7B."*

Objective: To "improve lives and living conditions of the poor, vulnerable and marginalised communities in demonstration regions through an integrated and effective environmental management systems in Pakistan".

Joint Programme Component (JPC1): Institutional Mechanisms For Integrated Environmental Management

Outcome: "Institutional mechanisms for integrated environmental management strengthened and operational."

3.3 Implementation Strategy

UN support under this Joint Programme Component (JPC) would fully integrate the four cross-cutting themes of the UN Reform Process Delivering as One including human rights, gender, civil society and refugee. The implementation approach would follow the four roles (Advocate for international norms & standards, Adviser to Government, Convener of stakeholders and Provider of technical expertise for operational activities and capacity building) of UN Delivering as One.

The JPC-1 will adopt a policy and implementation driven approach in all phases of programme implementation. It will emphasize on local level capacity development and empowerment, applicable management plans, and sustainable institutions for implementation, monitoring and enforcement. It will also follow a comprehensive and systematic approach in designing interventions in the interlinked focus areas — capacity building for policy development and implementation, development of sustainable natural resource management plans, coordination mechanism and information use, planning and advocacy, knowledge generation and management, and compliance to law. As the key implementing strategy, the programme will focus on:

Economically disadvantaged provinces and areas with special emphasis on community driven approaches and a focus on women and children and vulnerable groups including refugees;

- Policy level interventions at the national and provincial level;
- Reliance on effective capacity building and utilisation;
- Alliance building and partnership; and
- Awareness and advocacy.

3.4 Outputs:

The following are the key programme outputs:

Output 1: Enhanced capacity of Pakistan Environmental Protection Council (PEPC) and provincial/regional level apex bodies.

Key activities include fully resourcing the technical and operational requirements of the PEPC cell/unit to be a substantive and administrative secretariat of the Council; and capacity development of selected PEPC members on issues related to water, protected area, environmental education /ESD (Education for Sustainable Development), and establishing and operationalizing of provincial/ regional apex bodies.

Output 2: Approved National Sustainable Development Strategy and Action Programme (NSDS&AP) as major GoP policy and programming initiative.

Key activities include finalisation of NSDS&AP with emphasis on linking with other "One UN Programme" thematic areas such as agriculture, rural development & poverty reduction, disaster risk management, education, and health & population: and support for population dynamics and demographic trends to be reflected in sustainable development strategy.

Output 3: Effective formulation and implementation of environment friendly Sectoral policies for: (a) drinking water and sanitation including emergencies; (b) urban development; (c) green industries; (d) climate change; (e) energy; (f) forestry; (g) ground water; and (h) Green Jobs.

Key activities include policy formulation and implementation monitoring; creation of enabling environment for sustainable management of wetland ecosystems; promoting integrated watershed management with involvement of local communities; mainstreaming Sustainable Land Management (SLM): strengthening of policy, regulatory and institutional framework for pro-poor and needs based drinking water and sanitation (including emergencies), provision of population data for sectoral programmes and policies; and liaison between GoP and other UN agencies for inclusion of key environment indicators in national surveys/ data collection exercises.

Output 4: Enhanced environmental compliance in response to national and international guidelines, laws and regulatory frameworks.

Key activities include technical and institutional capacity development of federal and provincial/regional EPAs; establishment of "Green Force" to monitor environmental compliance; notification of environmental tribunals in all provinces/regions; strengthening of MoE and cells of other relevant of line ministries to address GoP's commitments on MEAs; and institutional capacity building in the areas relevant to Global Environment Facility, Climate Change, Clean Development Mechanisms, Self Monitoring and Reporting Tools, engaging private sector for Corporate Social Responsibility (CSR), Hospital Waste and bio-safety guidelines.

Output 5: Improved decision making support systems in tracking resource allocations, environmental trends and integration of environment in national budgeting process.

Key activities include establishment of decision making support systems in the form of National State of the Environment Report, National Environmental Information Management System (NEIMS), water and sanitation MIS, mainstreaming of Environment in national accounting system, determination of economic and financial cost of environmental degradation, using GIS datasets to establish baseline and targets in natural environment of the country and Development Assistance Database for IDA coordination.

Output 6: Enhanced coordination between stakeholders for an agreed sustainable development framework for each target region.

Key activities include development of common platform of relevant/key partners to connect projects and actions by government, aid agencies, workers and employers organizations, NGOs and UN agencies, and commercial activities of the private sector for information and solutions exchange; and establishment of participatory mechanisms for environmental governance at local level.

Output 7: Increased awareness on environmental issues through effective communication and education mechanisms.

Key activities include "Learning for Sustainable Action"-environmental education and mass awareness campaigns; integrating concepts of population and environment in the national core curriculum for Grade 9-12' and raising awareness on population & environment through youth friendly centres and environmental journalism.

4. Beneficiaries and Impacts:

The primary and direct beneficiaries of JPC-1 would be the national and provincial institutions, poor and vulnerable communities, i.e. workers, especially women and children. Programme outcomes will directly contribute to the MDGs: *Goal I*: Eradicating extreme poverty and hunger, *Goal III*: Promoting gender equality and women empowerment, and *Goal VII*: Ensuring environmental sustainability.

Duration : 2 years (2009-2010, with the possibility of going beyond 2010).

Estimated Budget : USD 22.2 Million

5. Results and Budgetary Framework

Please refer to Annex A for the results and budgetary framework, which is indicative and dependent on the contributions to be received.

6. Management and Coordination Arrangements

The overall Governing Structure for the One UN Programme in Pakistan is attached as Annex B. The Annex has three sections describing the management structures for all three levels in detail.

The Environment Joint Programme specific management structures are as follows:

- High Level Committee (HLC) at the One UN Programme level, and the Executive Committee as a subsidiary body of the HLC, with EAD as secretariat.
- One Joint Programme Steering Committee (JPSC) at the Joint Programme level, and the Joint Programme Finance Sub-Committee as a subsidiary level of the JPSC.
- One Convening Agent (CA) to assist the JPSC and to facilitate Programme implementation.
- Five Task Forces (TF) at the Joint Programme Component level, representing the five Joint Programme Components (JPC) for Programme implementation, management and operations support.

Composition of the various structures:

1. Joint Programme Steering Committee (JPSC):

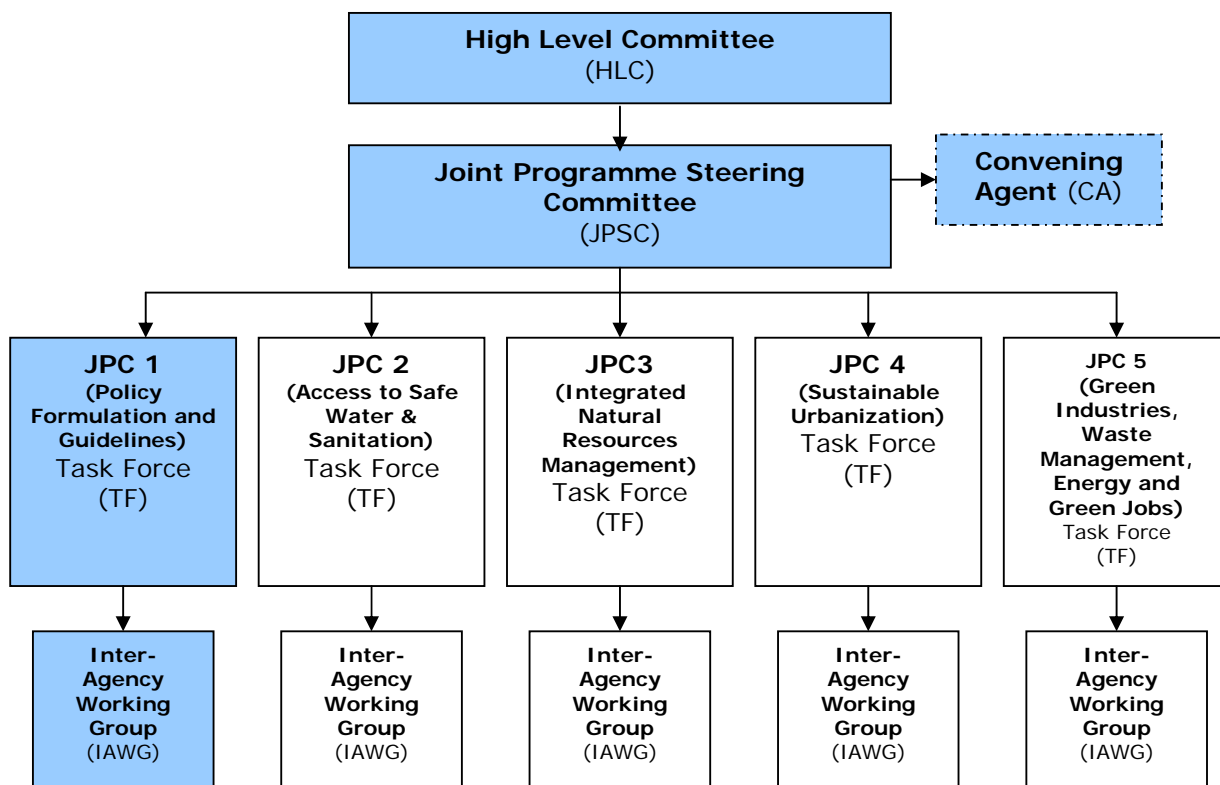
- Chair: Government
- Co-Chair: UNDP/ UNICEF
- One representative from participating UN agency; FAO, ILO, UNDP (representing UNEP), UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, WHO
- One representative from participating national partner; (to be identified and endorsed by JPSC)
- Observers by invitation; Donor representatives, civil society representatives and others (to be identified and endorsed by JPSC).

2. Convening Agent (CA) at the JP: UNDP/ UNICEF
3. Task Forces (TF):
 - Chair: UNDP
 - Co-Chair and convenor: one federal level 'counterpart organisation' per JPC: (to be identified and endorsed by JPSC)
 - One representative from each participating UN agency in JP1; UNDP (representing UNEP), UNESCO, UNFPA, UN-HABITAT, UNICEF, WHO
 - One representative from each participating national partner; (to be identified and endorsed by JPSC)
 - One representative from one civil society implementing partner; (to be identified and endorsed by JPSC)
4. Inter-Agency Working Group (IAWG):

To be convened as needed among the UN Participating Agencies

Management Structure of the Joint Programme on Environment:

At the FEDERAL LEVEL:



Programme Implementation Committees (PICs):

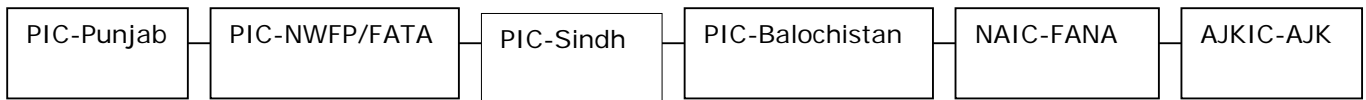
Six PICs would be established, one each in the 4 provinces (including FATA), AJK and Northern Areas. They would be co-chaired by the respective Additional Chief Secretary (Development) of the province/ territory, and representative of co-chairs of the Env. TWG. Members will include key partners active in the respective provinces giving due representation to all 5 JPCs. Key functions of a PIC would be to steer, implement and facilitate the JPE and all 5 JPCs in the

respective provinces/ territories. Selection of the target district/ activity area could be undertaken by the PIC based on certain intervention criteria such as poverty; vulnerability; resource depletion rates, specific area needs, existing projects etc. The PIC will plan, develop, execute and monitor various project of various JPCs within its area of operation and will identify various initiatives to be undertaken at the provincial level to the respective Task Forces for endorsement by the JPSC. PICs will also be able to set-up sector specialist sub-groups to assist PICs in activity planning and development.

Composition of PIC (to be identified and endorsed by JPSC)

- Chair: ACS Planning and Development
- Co-Chair: One of the two UN co-chairs of the UN Environment Thematic Working Group, UNDP or UNICEF
- JPC Counterpart organisation at the provincial level
- One representative of the five JPC convening agency
- One representative of the other UN partners for the respective JPC
- Others

AT THE PROVINCIAL LEVEL:



7. Fund Management Arrangements

The Fund Management Administrative Arrangements for the One UN Programme in Pakistan are detailed in the overall Governing Structure, attached as *Annex B (section 4)*.

Budget execution of resources allocated to each Participating Agency remains under the purview of the Agency using its own financial rules and regulations. Earmarking by donors is allowed to the level of the Joint Programme and to the level of Joint Programme Component. Geographical earmarking by province is allowed. Agency-specific earmarking is discouraged; if the case arises, the concerned Participating Agency shall inform the UNCT, as stipulated in the UNCT code of conduct.

Contributions that are earmarked by a donor for one specific UN Participating Agency are not part of the Pakistan One Fund. Resources can be raised from donors, national partners, e.g. private sector and government authorities at the Federal and Provincial levels. In all resource mobilization efforts, preference shall be given to un-earmarked contributions.

Allocation of resources

Criteria for resource allocation are based on agreed priorities, and shall minimize subjective judgment. Decisions on the allocation of contributions down to the level of the Participating Agencies are as below;

If the contribution is un-earmarked, i.e. it is for the One UN Programme, the Environment JPSC prepares an allocation plan between the Environment JPC, based on agreed priorities and an analysis of the funding gap, for consideration of the Executive Committee on behalf of the HLC. The Finance Sub-Committee will consolidate the gap analysis for the Executive Committee to consider allocation of funds to JPCs. For the preparation of such a plan, recommendations the TFs will besought.

If the contribution is earmarked to the Environment JP level, the JPSC endorses a Joint Programme resource allocation plan between the JPC, based on recommendations received from TWG Environment, five TFs.

If the contribution is earmarked at the JPC level, the TFs prepare a JPC resource allocation plan between Participating Agencies, based on recommendations from the IAWG. The co-chairs of the respective TFs transmit the JPC resource allocation plan to the co-chairs of the Environment JPSC for onward transmission to the UN Resident Coordinator who instructs the Administrative Agent (AA) to carry out the pass-through transactions with no delay.

Allocation among Participating Agencies:

For the first 12 months the IAWG issues a recommendation to the TFs of the relevant JPC guided by these criteria:

- a. Relevance of outputs to the agency's mandate, capacity and experience
- b. Relevance of proposed activities to the agreed outcomes and outputs
- c. Clarity and realism of budget, and coherence with proposed activities
- d. Availability of a sound annual work plan.

For subsequent allocations the criteria are:

- a. Results achieved, i.e. measurable and evidence-based according to the approved Log Frame
- b. Rate of delivery i.e. moneys disbursed as reported through the Administrative Agent and reflected in the Budgetary Framework
- c. Quality and timeliness of reporting to the respective Convening Agent(s) and to the Administrative Agent.

For un-earmarked allocation between JPC the criteria are:

- Logical sequencing between the outcomes of the JPC contributing to the achievement of the Environment Joint Programme outcomes.
- Activities contributing directly to the achievement of the Millennium Development Goals (MDGs) and other international norms and standards.
- Activities building on on-going or past activities to ensure continuity and long-term support. Activities covering issues overlooked in the past may also be considered.

Each Participating Agency shall report progress on the use of core, non-core, parallel funding and contributions received. Participating Agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility, in line with their established rules and regulations.

8. Monitoring, Evaluation and Reporting

Monitoring and evaluation of the Joint Programme aims at improving efficiency and effectiveness of programmatic outcomes, outputs and activities through establishing a rigorous assessment process/system to: a) establish clear and continuous mechanisms to assess the strength and weaknesses of interventions; b) continually identify policies and institutions that need to be improved or developed to prioritize programme intervention for the poorest and most socially disadvantaged groups; and c) strengthen the monitoring and evaluation capacities of national partners, will be developed.

An overall and detailed Monitoring and Evaluation (M&E) framework will be developed as the first step of the implementation process. The M&E framework is based on a programmatic logical framework, developed by the Thematic Working Group (TWG) with inputs from the Resident Coordinator Office and UN M&E Network under the overall guidance of UN Country Team (UNCT). It consists of programmatic outcomes and outputs, respective indicators, targets, data sources and assumptions etc. The Joint Programme Component Logical Framework is provided as an Annex C.

Monitoring of Outputs

The overall M&E framework refers to the outcomes, and their underlying outputs. Measurable (quantitative and qualitative) indicators facilitate the monitoring of progress. The framework

also provides suitable targets and baselines for each indicator. In many cases, baseline data for output indicators could not be obtained during the planning phase. It may be a prerequisite that the baseline indicators are established prior to a project implementation stage. However, where needed, baselines will be established before the implementation phase by undergoing rapid baseline surveys in focused geographical areas. *Dev-info* is the preferred database software to manage and disseminate information on respective indicators of programmatic outcomes and outputs. The database will be input baseline and target data for respective indicators, and will be regularly (quarterly) updated regarding progress of output indicators at the level of Joint Program. *Resident Coordinator's Office*, with the help of *UN M&E Network*, will support the creation and training of staff in database. At the Joint Program level, the database will be managed and updated through the *Convening Agent* and the necessary feedback will be provided to the government on regular basis.

Progress on all output indicators will be regularly measured through quarterly and annual reviews. The primary responsibility for monitoring rests with the JPSC assisted by its Convening Agent, through specialized M&E and MIS expertise. Joint Programme Component Task Forces will support JPSC in monitoring the progress of outputs and activities and will facilitate overall monitoring of JP Component implementation. The task forces will meet on a quarterly basis to review progress and provide feedback to JPSC. Individual Participating UN Agencies will be involved in rigorous monitoring of activities in the field during the implementation. The participating agencies will use their existing M&E expertise or will acquire and strengthen such expertise to meet the challenge. The Executive committee and UNCT will exercise high-level overviews of the implementation of the One UN Programme on a yearly basis. As and when required, Thematic Working Groups, UN M&E network and Interagency Working Groups will extend technical support and facilitation.

Monitoring of Risks

During the monitoring process, special attention will be given to tracking the major risks and assumptions that may jeopardize the achievement of Joint Programme objectives including: a) insufficient capacity and resources from the Federal, Provincial and Local Governments to implement the strategic programmes supported by the Joint Programme, in particular, PRSP and MDTF; b) insufficient resource mobilization; c) the inability of duty-bearers to perform properly their functions; d) insufficient funding commitment from the donors to support the achievement of JP/JPC outcomes; e) insufficient collaboration among the Implementing Partners; f) insufficient engagement of vulnerable communities in the process of social change; g) insufficient compliance of the Private Sector with norms, standards and regulations; and h) insecure political and operational environment.

Evaluation of Outcomes

Outcomes of a Joint Programme will be measured in accordance with the measurable M&E framework. The Resident Coordinator Office, with the help and cooperation of UN M&E Network, will support the process.

Outcome assessment will consist of mid-term and final review of progress on each outcome indicator towards stipulated targets. JPSC facilitated by RCO, will play a lead role in assessment of outcomes through annual outcome reviews. The JPSC or the JPC TFs may also commission small-scale surveys and case studies on selected subjects to assess results. The Executive Committee and UNCT may also exercise high-level review of the outcome achievement status. The RCO will facilitate the overall outcome evaluation process.

In addition to the outcome assessments, the One Programme can be evaluated externally by independent evaluation missions. In line with the UN Reform Pilot's Evaluability Assessment, DOCO proposes two External Evaluation Missions during 2009/10 and 2010/11 to evaluate process results and evaluation of overall impact, respectively.

Reporting of Progress

Progress of programmatic outputs and activities will be assessed and reported against the stipulated targets, baselines and specifications. The progress reports will also reflect upon the

processes, challenges and lessons learned. Tabulated reports, graphs and maps will be incorporated in the narrative progress reports.

Under the overall guidance of JPSC and UNCT, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations in the annual progress reporting exercise. Each Participating UN Organisation, will report on progress of outputs and activities to the Joint Programme Component Task Force. The Task Forces will submit the progress reports to the JPSC through the Convening Agent. Using those reports, each JPSC will provide the Administrative Agent with one Annual Narrative Progress Report. The report will give a summary of results and achievements compared to the stipulated targets of the Joint Programme. The Administrative Agent will prepare consolidated narrative reports, based on the above-mentioned inputs, and send them to the Resident Coordinator for review and onward submission to the UNCT, Executive Committee and to each donor that has contributed to the Joint Programme in accordance with the timetable established in the Administrative Arrangement.

9. Legal Context or Basis of Relationship

The table below specifies what cooperation or assistance agreements form the legal basis for the relationships between the Government and each of the UN organizations participating in this joint programme component.

Participating UN organization	Agreement
FAO	Standard Basic Assistance Agreement between the Government of the Islamic Republic of Pakistan and the Food and Agriculture Organization of the United Nations was signed on July 2, 1956.
ILO	Extension of Memorandum of Understanding between the Government of the Islamic Republic of Pakistan (Ministry of Labour, Manpower and Overseas Pakistanis and the International Labour Office) was signed on December 21, 2004
UNDP UNEP UN HABITAT	The legal context for this group of UN entities and their projects in Pakistan is established by two major agreements: 1) The Convention on the Privileges and Immunities of the United Nations, given affect by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to 16 June, 1948; and 2) The agreement between the Government of the Islamic Republic of Pakistan and the UN Special Fund, signed on 25th February 1960.
UNESCO	Letter of Understanding Between the Government of the Islamic Republic of Pakistan and the United Nations Educational, Scientific and Cultural Organization was signed on July 4, 1967
UNFPA	The signing of the Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Population Fund are in the process. The document was submitted on February 13, 2008
UNICEF	Extension of the Standard Basic Cooperation Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Children's Fund was signed on May 24, 1995
UNIDO	The Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Industrial Development Organization is in process. The document was submitted to the Government of Pakistan on April 14, 2008.
WHO	Standard Basic Cooperation Agreement between the Government of the Islamic Republic of Pakistan and the World Health Organization was signed on February 15, 1960

ANNEX A: RESULTS AND BUDGETARY FRAMEWORK

Results and Budgetary Framework (2009 - 2010)

Joint programme Component (JPC1) : Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management

Output	Activity	Participating Agencies	Implementing Partners	Resource Allocation for Outputs		
				Y1	Y2	Total
1.1 Enhanced capacity Pakistan Environmental Protection Council (PEPC) and provincial/regional level apex bodies.	Fully resource the PEPC cell/unit as substantive and administrative secretariat of the Council.	UNDP/ UNESCO/ UNFPA	MoEnv/, Ministry of Science and Technology/	70,000	80,000	150,000
	Capacity development of selected PEPC members on issues related to water, protected area and environmental education /ESD			45,000	30,000	75,000
	Support for population dynamics and demographic trends to be reflected in sustainable development strategy			25,000	25,000	50,000
1.2 Finalization and approval of National Sustainable Development Strategy and Action Programme (NSDS&AP) as major GoP policy and programming initiative with emphasis on linking with other thematic areas including; agriculture, rural development & poverty reduction; disaster risk management; education;	Finalize NSDS&AP	UNDP	MoE, Planning Commission, SDPI	100,000	0	100,000

and health & population						
1.3 Environment friendly sectoral policies formulated in the areas of drinking water and sanitation including: a) emergencies b) urban development, c) green industries, d) climate change, e) energy, f) forestry, g) ground water	Policies formulation and implementation monitoring	UNDP/UNICEF/UN-HABITAT/ UNFPA/ UNEP/ FAO/UNIDO	MoE, relevant federal ministries, provincial departments, NGOs and INGOs, GOP, IUCN, WWF, provincial governments & CBOs, GoP, Provincial and district Governments, NGOs, Federal Bureau of Statistics, Pakistan Census Organisation,	275,000	75,000	350,000
	Create enabling environment for sustainable management of Pakistan's wetland ecosystems			300,000	150,000	450,000
	Promote integrated watershed management with the involvement of local communities			100,000	0	100,000
	Sustainable Land Management (SLM) mainstreamed in Sectoral policies			35,000	20,000	55,000
	Strengthened policy, regulatory and institutional framework for drinking water and sanitation (including emergencies)			495,000	505,000	1,000,000
	Refine pro-poor urban water and sanitation policies and agreed upon implementation partners			12,000	106,000	118,000

	1) Provide population data for sectoral programmes and policies in the selected areas 2) Liaise between GoP and other UN agencies for inclusion of key environment indicators in selected national surveys/ data collection exercises			30,000	30,000	60,000
	Joint UNDP-UNEP mission to consult with government, UNDP and other stakeholders on feasibility of country-led mainstreaming programmes.			15,000	35,000	50,000
	Based on successful completion of Preparatory Phase, mainstreaming of poverty-environment issues within selected entry point(s) in partnership with lead government agency, key donors and UNDP			400,000	350,000	750,000
	Policy review for green industries and green jobs, policy formulation, monitoring and implementation			250,000	150,000	400,000
	Sectoral identification for green industries, potential of green jobs in identified sectors, strategies and workplan for promotion of green industries			150,000	150,000	300,000
	Awareness campaigns, creating enabling environment and institutional framework for green industries and green jobs			300,000	300,000	600,000
	Review and strengthen Forestry Policy			110,000	90,000	200,000
	policy on green jobs			30,000	10,000	40,000
1.4 Enhanced environmental compliance in response to national and international guidelines, laws and regulatory	Respond to the immediate capacity development needs for improved environmental compliance in response to national and international guidelines, laws and regulatory frameworks	UNDP/UNES CO/ FAO	MoE, EPAs/LEAD Pakistan Journalist/media representative Bodies	1,425,000	1,960,000	3,385,000

frameworks.	Protecting Environment with the Power of Information (journalists and media representative to enhance their knowledge and capacity to report on Environmental issues & tribunals)			100,000	80,000	180,000
1.5 Decision making support systems in place to track the resource allocations, environmental trends and to integrate environment in national budgeting process.	Establish decision making support systems	UNDP/ FAO	MoE	1,325,000	750,000	2,075,000
	System for monitoring of forestry sector mega projects developed and functional			300,000	700,000	1,000,000
1.6 Development of a inclusive common platform of relevant/key partners to connect policies, programmes and projects and actions by government, aid agencies, NGOs and UN agencies, and commercial activities of the private sector into an agreed sustainable development framework for each target region	Establish participatory mechanisms for environmental governance at local level	UNDP	District governments, Environmental agencies, CCBs, CSOs	160,000	65,000	225,000
	Engaging Civil Society Organizations to implement small scale interventions at the grass-roots level for the achievement of MDGs targets.			1,500,000	2,000,000	3,500,000
1.7 Effective communication and education mechanisms established to raise mass awareness on	Development of common platform for information and solutions exchange	UNDP/UNESCO/UNFPA	MoE, Media, Provincial/regional depts., NGOs, Private Sector, Ministry of Environment, Ministry of Education,	920,000	980,000	1,900,000
	Learning for Sustainable Action (Environmental Education and Mass Awareness)			3,000,000	2,000,000	5,000,000

environmental issues.	Integrating concepts of population and environment in the national core curriculum for Grade 9-12	LEAD Pakistan, Ministry of Education, Curriculum Wing	20,000	20,000	40,000
	Raising awareness on Population & Environment through 31 Youth Friendly Centres		50,000	50,000	100,000
Total			11,542,000	10,711,000	22,253,000

ANNEX B:

ONE UN PROGRAM IN PAKISTAN – OVERALL GOVERNING STRUCTURE

Pakistan is one of the eight countries in which the UN Country Teams are piloting “delivering as one” initiatives. An important component of that UN Reform effort is the “One UN Programme” that comprises the Joint Programs and Joint Program Components through which the Participating UN Organizations will contribute to Pakistan’s socio-economic development.

The following is a succinct description of the governance structure formulated through broad discussions within the UN Country Team, as well as those with national and international stakeholders. UNCT is likely to review this governance arrangement to bring it in compliance with changes due to such factors as the possibility of new UN entities establishing representation in Pakistan, the experimental nature of piloting, the evolving national priorities and the extent of resource mobilization against the resource gaps.

At the overall UN Reform Pilot level, the highest governance body is the **High Level Committee on UN Reform in Pakistan**, established in early 2007. It is the supreme body that brings together Government, UN and development partners. The High Level Committee oversees all aspects of the reform experience in Pakistan, monitoring of its progress, and fine tuning to enhance aid effectiveness. It is chaired by the Prime Minister or his/her representative and consists of main line agencies at the federal level, provincial governments and selected donor representatives, meeting periodically. The High Level Committee determines the programmatic areas of the One Programme Document.

This document focuses on the One UN programme and summarizes the management arrangements at three inter-related levels:

- 1) One UN Programme;
- 2) Joint Programmes; and
- 3) Joint Programme Components

as well as the common instrument for all three, the Pakistan One Fund.

1. One UN Programme

The **One UN Programme** in Pakistan consists of a set of UN joint programmatic interventions planned for the period 2009 to 2010, the initial period of “delivering as one” in Pakistan. During that period, it is expected that about 80% of the resources available with the UN family will be devoted to joint programmes.

The One UN Programme plus the stand-alone interventions of individual UN agencies form the revised UNDAF (United Nations Development Assistance Framework), which is the result of a detailed process of review of the current development context, MDG prioritization, stakeholder analysis and SWOT analysis.

The One UN Programme Document provides details on the joint programmes, the results and resources framework, management arrangements, overall budget and monitoring and evaluation mechanisms.

At the One UN Programme level, there will be two decision-making/advisory bodies:

- Within the UN system in Pakistan, the **United Nations Country Team (UNCT)** consisting of the heads of all agencies, funds and programmes represented in Pakistan is the inter-agency coordination and decision-making body, led by the Resident Coordinator. Within One UN Programme context, the main purpose of UNCT is to plan, implement, monitor, fine tune and ensure the delivery of tangible results in support of the development agenda of Pakistan.

- Under the High Level Committee (HLC), as its subsidiary body, there will be an **Executive Committee for One UN Programme**, which will normally meet quarterly, to focus on the One UN Programme. Representing the broad constituency of the High Level Committee, the Executive Committee will consist of the Secretary of the Economic Affairs Division (EAD) as Chair, the Resident Coordinator and one donor representing the donor community. Its principal duties are as follows:
 - a) Regarding the *un-earmarked contributions* at the One Program level, it decides on their allocation to one or more Joint Programs in consultation with Line Ministries, national partners, donors and the UNCT.
 - b) In addition, it endorses *allocations to the various Joint Programme Components* within a Joint Programme, based on recommendations and inputs of the respective Joint Programme Steering Committee.
 - c) It initiates the *transfer of funds* to Participating UN Organizations through the Resident Coordinator and the Administrative Agent, based on the recommendations of the JPC Task Forces.
 - d) It receives, and forwards to the High Level Committee, with appropriate comments, *compilation of consolidated narrative and financial reports* as well as the *certified financial statements*.
 - e) It exercises high-level overview of the implementation of the One UN Programme, providing guidance and facilitation, as appropriate.

2. Joint Programmes (JPs)

As constituent elements of the One Programme, five Joint Programmes are being developed (Agriculture, Rural Development and Poverty; Health and Population; Education; Environment; and Disaster Risk Management). The Joint Programme Documents provide details on the various joint programme components, the results and resources framework, management arrangements, JP budget, and monitoring and evaluation mechanisms. The JP Documents are expected to be finalized by end-November 2008.

At Joint Programme level, there will also be three bodies that offer guidance:

- A **Joint Programme Steering Committee (JPSC)** will provide strategic guidance for implementation of the Joint Programme. Each JP, aside from fully addressing the issues within its substantive coverage, also integrates four cross-cutting issues (refugees, human rights, civil society engagement and gender). A Joint Programme Steering Committee will be co-chaired by a Government representative at the level of Federal Secretary (or equivalent) and by a UNCT member (representing the UNCT). The co-Chairmanship in a Joint Programme Steering Committee will not imply any charges to the JP budget. A JPSC includes one representative from each participating UN organization and one representative from each participating national partner. In addition, observers by invitation could include up to two representatives of donors, civil society and other partners as suitable. The JPSCs will normally meet every two months and, inter alia, will
 - a) review and recommend for approval JP documents prepared by the TWGs;
 - b) approve prioritisation of outcomes/outputs, work plans and prioritised resource allocation as required at the JP and Joint Programme Component (JPC) levels;
 - c) oversee advancement of implementation of JPs and make changes if required at the JP levels; and
 - d) review and approve financial progress and standard progress reports at the JP level.
- A JPSC, through its subsidiary **JP Finance Sub-Committee**, (consisting of the two Co-Chairs of the JPSC and the TWG Co-Chairs) and based on recommendations of the relevant Thematic Working Group, will take note of donor contributions earmarked to its Joint Programme and make recommendations to the Executive Committee on the allocation of funds to each Joint Programme Component.

- a) If the Executive Committee endorses the recommended allocation, JPSC communicates this to the Participating Organizations in that JPC.
 - b) If the Executive Committee does not endorse the recommended allocation, it will ask the JPSC to review its recommendation, based on its comments, and re-submit.
- **Thematic Working Groups (TWGs)** were formed early in the piloting process to coordinate the formulation of the JPs. TWGs consist of representatives of the UN entities that participate in the JP, and will remain ready to provide substantive guidance to concerned JPs, ensuring that “delivering as one” happens.

Each JP will have a **UN Convening Agent** to facilitate coordinated programme and financial implementation. Its selection will be based on a comparative advantage and capacity assessment of the interested agencies. A Convening Agent

- a) acts as the secretariat for the JPSC;
- b) facilitates overall programme and financial implementation;
- c) provides inputs to JPSC on the objective application of resource allocation criteria;
- d) promotes synergies across the thematic area and the cross-cutting themes;
- e) prepares and consolidates standard progress reports at the JP level for submission to the UNCT and the AA, while drawing technical assistance from the AA.

3. Joint Programme Components (JPCs)

Joint Programmes are formed of several distinct **Joint Programme Components (JPCs)**. Each JPC is articulated in a document containing the results and resources framework, management arrangements, and budget plus monitoring and evaluation mechanisms.

At JPC level, there will be two bodies for guidance:

- Each JPC will be managed by a **Task Force** which is responsible for joint implementation and promotion of synergies at the JPC level among UN and other participants. Each Task Force will be co-chaired by a Government representative and a UNCT member. Its membership will consist of one representative of each Participating UN Organization and participating national partner (including relevant CSO implementing partners). A Task Force will normally meet every month
 - a) to facilitate the *preparation of annual work plans and associated budgets* at the JP Component level as submitted by the Participating Agencies and ensure conformity with the JP document;
 - b) make recommendations on resource allocation to Participating UN Organizations within the JPC, based on the funds made available to the JPC by the JPSC, and submit them for approval to the JPSC Finance Sub-Committee.
 - c) facilitate overall performance and monitoring of JP Component implementation and make changes if required;
 - d) oversee the *preparation of standard progress reports and financial progress reports* for submission to the JPSC and review and approve financial progress reports and standard progress reports at the JP Component levels for submission to the JPSC; and
- Based on the complexity of a particular JPC, it might be desirable to constitute an **Inter-Agency Working Group** to support the JPC implementation and ensure a strong “UN delivering as one” dimension. It would consist of representatives of the Participating UN Organizations in that JPC.

Based on the complexity of a JPC, the partners involved in that JPC may decide to have a **UN Convening Agent**. It

- a) facilitates the planning and review of annual work plans;
- b) promotes synergies across the JPC activities and with all cross cutting themes;

- c) facilitates overall progress of programmatic and financial implementation of the UN participating entities;
- d) provides inputs to the JPC Task Force on the application of the resource allocation criteria; and
- e) prepares and consolidates standard progress reports at the JPC level for submission to the JPSC, drawing on technical assistance from the AA.

4. Pakistan One Fund

The Pakistan One Fund will facilitate and streamline the donor resources directed to the One UN Program, as well as to simplify substantive and financial reporting. As such, the Pakistan One Fund is a major vehicle for resources mobilization from donors to support the unfunded portions of the One UN Program and to facilitate the funding of any new initiatives within the context of the One UN Programme.

UNCT has designated UNDP as the **Administrative Agent (AA)** that will administer the Pakistan One Fund for the duration of the One UN Programme, which at present is for the period 2008 - 2010. UNDP will administer the fund in accordance with the UNDP Regulations and Rules. The Memorandum of Understanding signed on 17 June 2008 by all UN Participating Organizations describes in detail the Pakistan One Fund and the role/responsibilities of the Administrative Agent.

The responsibilities of the Administrative Agent include:

- a) *Receipt, administration and management of contributions* from Donors;
- b) *Disbursement of funds to the Participating UN Organisations*, in accordance with the instructions of the Resident Coordinator, on behalf of the HLC Finance Sub-Committee.
- c) Provide support to the JPSCs and the JPC Task Forces in their reporting functions, as mutually agreed by the respective parties; and
- d) *Compilation of consolidated narrative and financial reports* on Pakistan One Fund to the Executive Committee, UNCT, donors and partners. Participating UN Organizations are responsible for preparing and submitting the reports based on the UNDG standard narrative reports and financial reports to the Administrative Agent in accordance with the reporting schedule specified below, and in the case of narrative reports through their respective JPC Task Forces and JPSCs. In this, the Convening Agents at the JP and JPC levels will support the Participating UN Organizations, which will report on the specific JP/JPC activities they are responsible for and the related funds they have received.

In terms of reporting, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations as follows:

- Through the Convening Agent, each Participating UN Organization will provide the Administrative Agent with the following financial statements and reports at the One Programme, JP or JPC level, as applicable, using the standard formats approved by the UNCT:
 - (a) *Annual financial statements and reports* for the period up to 31 December of that year with respect to the funds disbursed to it from the Pakistan One Fund, to be provided no later than 30 April of the following year; and
 - (b) *Certified final financial statements and final financial reports* from the Participating UN Organizations after the completion of the Programme and including the final year of the Programme, to be provided no later than 30 June of the year following the financial closing of the Programme.
- In addition and again through the Convening Agents, Participating UN Organizations will report to the JPC Task Force, using standard formats approved by the UNCT. Using

those reports, each Joint Programme Steering Committee (through the JP Convening Agent, as applicable) will provide the Administrative Agent with the following:

- (a) JP Annual Narrative Progress Report for that year, no later than 31 March of the following year; and
- (b) JP Final Narrative Report, no later than 30 April of the year following the financial closing of the JP. The final report will give a summary of results and achievements compared to the goals and objectives of the Joint Programme.

The Administrative Agent will prepare *consolidated narrative and financial reports*, based on the above-mentioned reports, and send them to the Resident Coordinator for onward submission to the UNCT, Executive Committee for One UN Programme and to each donor that has contributed to the Pakistan One Fund, in accordance with the timetable established in the Administrative Arrangement.

The Administrative Agent will also provide the following *financial statements* to the Resident Coordinator for onwards submission to the UNCT, Executive Committee for One UN Programme, Donors and Participating UN Organizations:

- (a) *Certified annual financial statement* for the year ("Source and Use of Funds") by 31 May of the following year; and
- (b) *Certified final financial statement* ("Source and Use of Funds") to be provided no later 31 July of the year following the financial closing of the Pakistan One Fund.

ANNEX C: Joint Programme Component Logical Framework

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management			
<p>Outcome:</p> <p>Institutional mechanisms for integrated environmental management strengthened and operational.</p>	<p>Indicator:</p> <p>One UN-GOP Comprehensive Programme to integrate principles of sustainable development into country policies and programmes to reverse the loss of environment in line with MDG Target 7A</p>	<p>Target:</p> <p>Progress towards the attainment of MDG 7 on Environmental Sustainability</p>	
<p>Outputs:</p> <p>1. Enhanced capacity Pakistan Environmental Protection Council (PEPC) and provincial/regional level apex bodies.</p>	<ul style="list-style-type: none"> - PEPC unit/ Environmental Policy Directorate and secretariats will be adequately resourced with tailored technical and functional capacities to monitor the status of implementation of policies formulated by the Ministry of Env and report to PEPC. - PEPC provides policy guidance at the national and provincial levels to promote sustainable development. - Number of sectoral development policies influenced by PEPC to promote sustainable development. - Provincial/ regional apex bodies established and operational. 	<ul style="list-style-type: none"> - Environmental mainstreaming in development planning 	<p>Minutes of the meetings, policy documents reviewed by PEPC</p> <ul style="list-style-type: none"> - GOP and UN stays committed to NSDS&AP. - PEPC regularly reviews the progress on NSDS&AP implementation.
<p>2. Finalization and approval of National Sustainable Development Strategy and Action Programme (NSDS&AP) as major GoP policy and programming initiative with emphasis on linking with other thematic areas including; agriculture, rural development & poverty reduction;</p>	<ul style="list-style-type: none"> - NSDS&AP is aligned with national/provincial policies and implementation plans. - NSDS&AP discussed, finalized and implementation initiated. - NSDS&AP contains specific elements to address the poverty-environment nexus/ 	<ul style="list-style-type: none"> - MTFD, ADPs, UN agency projects and government financing mechanism aligned with the NSDS&AP. 	<p>Programme reports, national notifications and amendments in the MTFD,</p> <ul style="list-style-type: none"> Strong commitment exist among Public Sector and Private Sector to deal with environmental problems

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management			
disaster risk management; education; and health & population.	and response to natural disasters/climate change. - Integration of cross-cutting (gender, human rights, civil society and refugees) themes		ADPs.
<p>3. Environment friendly sectoral policies formulated in the areas of:</p> <p>a) drinking water and sanitation including emergencies</p> <p>b) urban development</p> <p>c) green industries</p> <p>d) climate change</p> <p>e) energy</p> <p>f) forestry</p> <p>g) ground water</p>	<p>- Number of inclusive sectoral policies and implementation plans developed that correspond to the NSDS&AP.</p> <p>- Baseline study on environmental services for eco-systems completed for selected areas.</p> <p>- Policy for surface and ground water use in arid/semi-arid regions, such as Balochistan</p> <p>- Integration of cross-cutting (gender, human rights, civil society and refugees) themes</p> <p>- Number of water and sanitation sector policies, strategies, acts, rules, standards and guidelines developed, approved and enacted</p> <p>- Number of projects/programmes (with allocated budget/utilization) implemented to support implementation of policy and regulatory framework</p>	<p>- Number of communities (men and women), workers and employers organisations benefit from environment programmes under basic needs, urban development, green industries and jobs, NRM, energy services and climate change related sub-programmes</p>	Policy Documents
4. Enhanced environmental compliance in response to national and international guidelines, laws and regulatory frameworks.	<p>- Technical and institutional capacity development of Federal and Provincial/regional EPAs, Environment Sections of Planning Commission and relevant sections of the Foreign Office.</p> <p>- Establishment of "Green Force" to monitor environmental compliance</p>	<p>- Number of officials participated in the capacity building programmes</p> <p>- Number of public private partnerships dealing with environmental</p>	<p>- Number of public private partnerships</p> <p>- Business entities/</p>

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions	
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management				
	<ul style="list-style-type: none"> - Establishment of GEF Cell and Climate Change Cell/ Directorate in MoE. - Strengthening of CDM Cell/Directorate. - Strengthening of MoE and cells of other relevant of line ministries to address GoPs commitments on MEAs/Directorate - Environmental tribunals in all provinces/regions notified. - Public awareness on environmental laws and tribunals increased. -Focal persons at Min of Env and other Federal Environmental agencies trained in receiving and addressing public grievances -Legislations reviewed/ revised (forest, nursery, wildlife etc.) and Urban Environment and industries (promotion of Corporate Social Responsibility) for environmental management. - National Hospital Waste management rules 2005 need to be publicized and implemented - Public Private Partnerships (PPP) respond to the regulatory frameworks using Self Monitoring and Reporting Tools (SMART). - Corporate Social Responsibility (CSR) mainstreamed into business schools and promoted through government certification and incentive provisions. - Number of relevant stakeholders 	<ul style="list-style-type: none"> management increased. - Number of officials participated in MEA related capacity building and implementation - Number of legislations reviewed and implemented 	<ul style="list-style-type: none"> employers organizations promoting/ operating on CSR principles 	

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management			
	sensitized on Bio safety guidelines and laws.		
<p>5. Decision making support systems in place to track the resource allocations, environmental trends and to integrate environment in national budgeting process.</p>	<ul style="list-style-type: none"> - IDA coordination mechanism aligned with DAD-Pak and aid agencies' projects under NSDS&AP. - State of the Environment Report produced by MoE and EPA for sectoral planning ministries using National Environmental Information System (NEIMS). - Economic and financial cost of environmental degradation available in disaggregated form to influence fiscal decision making at national and provincial level - GIS based dataset available to assess and monitor trends of the quality of natural resources. - Environment accounting system established to reflect disaggregated expenditure by sex and sub-sector in National Accounting Systems and environmentally adjusted accounts are being generated 	<ul style="list-style-type: none"> - Regular analysis of donor assisted projects for environment and sustainable development using the DAD-Pak. - NEIMS established and functional. - Environmental Accounting System established 	<ul style="list-style-type: none"> - analytical report using DAD-PAK, NEIMS - Report in accounting system with environment related information
<ul style="list-style-type: none"> - Ministries at Federal level can coordinate for exchange and use of relevant information 			

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions	
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management				
<p>6. Development of a inclusive common platform of relevant/key partners to connect policies, programmes and projects and actions by government, aid agencies, NGOs and UN agencies, and commercial activities of the private sector into an agreed sustainable development framework for each target region.</p>	<ul style="list-style-type: none"> - Common platform for government, civil society, workers and employers organizations, donors and UN agencies functional - Number of national and provincial policies and development plans emerging from this common platform. - Number of local governance institutions including district governments, CCBs, CSOs, private sector, youth etc. involved in environment management in demonstration regions. - Civil Society Organizations implement small scale interventions at the grass-roots level for the achievement of MDGs targets. - Provincial and local development plans incorporate sustainable development. 	<ul style="list-style-type: none"> - Common platform for government, civil society, workers and employers organizations, donors and UN agencies functional - Large segment of population particularly in demonstration region favor better environmental management. - Policies planning and implementation improves the living conditions of population in the demonstration region (in particular vulnerable groups, women, refugees) - Number of grass-roots organizations implementing local initiatives 	<p>Number of knowledge networks at national, provincial and district levels.</p> <p>Planning documents at local level</p>	<ul style="list-style-type: none"> - Government remains committed to integrating environment in national and sector development plans and programmes - Local Government structure remains relevant to development process
<p>7. Effective communication and education mechanisms established to raise mass awareness on environmental issues.</p>	<ul style="list-style-type: none"> -Environmental education included in formal education system -Awareness campaigns, workshops and other sensitization events in line of the National Year of Environment (2009) -Refresher courses/ technical trainings and exposure visits (national and provincial participants) 	<ul style="list-style-type: none"> - Public opinion on environment related issues enhanced. - youth clubs and schools proactively engaged in environmental management 	<ul style="list-style-type: none"> - Coverage in mass media - Changes in educational curriculum 	<ul style="list-style-type: none"> - Sufficient resources are available for undertaking awareness related activities

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management			
	<ul style="list-style-type: none"> - Number and types of targeted awareness campaigns on environment related issues - Number of public representatives/parliamentarians (Senators, MNAs, MPAs, Nazims), political activists and media representatives sensitized on environmental issues. - Number of parliamentary bills incorporating discussions on sustainable development and environment - Number of CSOs, men and women groups, workers and employers organisations and community representatives engaged in awareness campaigns - Number of nature and environmental clubs established in target regions. - Number of refugee committees engaged in awareness campaign and environmental education 		

ANNEX D: ACRONYMS

CA	Convening Agent
IAWG	Inter Agency Working Group
JP	Joint Programme
JPC	Joint programme Component
JPSC	Joint programme Steering Committee
TF	Task Force
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Science and Culture Organization
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations International Children's Fund
WASA	Water and Sanitation Authority
WHO	World Health Organization

JOINT PROGRAMME on ENVIRONMENT

Country: Pakistan

Joint Programme Component 2:

Integrated Programme on Access to Safe Water and Improved Sanitation

Joint Programme Component Outcome:

Safe and healthy living and working conditions for all people in demonstration regions and secured access to environmentally sustainable water, sanitation, air, fuel, shelter and food

Programme Duration: **2 Years**
Anticipated start day: **1st January, 2009**
Anticipated end day: **31st December, 2010**

Fund Management Option: **Pass-through**

Administrative Agent: **UNDP**

Total estimated budget*: **USD 28,000,000**

Out of which:

1. Funded Budget: : **USD 3,330,946**

2. Unfunded budget: **USD 24,669,054**

* Total estimated budget includes both programme costs and indirect support costs

Table of Contents

1. Signature Page	3
2. Situation Analysis	4
3. Strategies, including the proposed joint programme component	5
4. Beneficiaries and Impacts	8
5. Results and Budgetary Framework	8
6. Management and Coordination Arrangements	8
7. Fund Management Arrangements	10
8. Monitoring, Evaluation and Reporting	11
9. Legal Context or Basis of relationship	13
Annexes	
A. Results Framework	15
B. Governance Structure of One UN Pakistan	21
C. Joint Programme Component 2 Framework	27
D. Acronyms	30

1. Signature Page



Mr. Khushnood Lashari
Secretary
Ministry of Environment



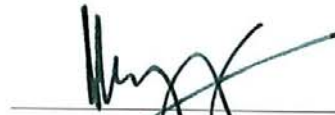
Mr. Maurice Robson
Representative ai,
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Mr. Siamak Moghaddam
Country Programme Manager,
UN-HABITAT



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Representative,
UNHCR



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Representative,
UNICEF



Dr. Khalif Bile Mohamud
Representative,
WHO

18 December, 2008

Date

2. Situation Analysis

The current population of Pakistan is approximately 170 million and is expected to grow to about 221 million by the year 2025. Per capita water availability in Pakistan has been decreasing at an alarming rate. In 1951, the per capita availability was 5,300 cubic meters; this has now decreased to 1,105 cubic meters narrowly above the water scarcity level of 1,000 cubic meters. The challenge is further aggravated by groundwater pollution and depletion, rapid urbanization and growth of urban slums and squatter settlements and the large number of refugees hosted by Pakistan. Unchecked disposal of untreated municipal and industrial toxic waste and excessive use of fertilizers and insecticide is further deteriorating surface and groundwater. Approximately 70% of the Pakistani population relies on contaminated water sources and are therefore susceptible to the established health risks associated with such use¹. Diseases related to inadequate sanitation and unsafe water supplies are the largest single cause of morbidity and mortality rates, where lack of safe drinking water and sanitation is implicated in 40% of all sickness and disease (such as cholera, typhoid, dysentery, hepatitis, giardiasis, cryptosporidiosis and guinea worm infections) in Pakistan.

An estimated 11% of under-five mortality each year in Pakistan is attributable to diarrhoeal disease². Women, children, the elderly and disabled suffer disproportionately from lack to these facilities; the urban poor spend a disproportionately large part of their income buying water from vendors, while in rural areas the burden of fetching water from long distances is the responsibility of women and children.

Most urban areas are facing a water crisis due to rapid urbanisation, growing populations, and poor water management practices. Unmanaged urbanisation has led to deteriorated quality of urban infrastructure and environmental degradation, leaving residents of urban informal settlements with extremely limited access to water and sanitation.

Still, Pakistan has made considerable progress with approximately 90% and 67% of the population with access to improved water supply and sanitation. However, provincial and urban / rural disparity exists and approximately 50 million people still relying on open defecation³. According to the 2006 Pakistan Millennium Development Goals (MDG) report, access to basic facilities improved between 2001 and 2005 and the population with access to piped drinking water increased to 29%⁴. The percentages of rural populations with access to an improved water source for Balochistan, NWFP, Sindh and Punjab are significantly less, 48, 49, 64 and 81 % respectively. Sixty percent of rural schools and health centres lack safe drinking water supply and sanitation facilities, placing school children, patients and healthcare workers at increased health risks. Balochistan and NWFP, the most under developed provinces of Pakistan as defined by poverty and other socio-economic indicators clearly lag behind in water supply coverage, where, for example, 46% and 72% of respective rural population depend on contaminated water. These two provinces also host 85 percent of over 2.153 million Afghan refugees, with 45% of them living in refugee camps and other remote areas⁵. While overall water and sanitation coverage for the provinces of Sindh and Punjab are higher, certain districts within these provinces suffer similarly low coverage. Water quality issues, related to arsenic, fluoride and nitrates are also present in these provinces.

¹ Pakistan Council for Research in Water Resources, 2006.

² Pakistan Demographic Health Survey (2006-2007)

³ WHO and UNICEF Joint Monitoring Programme (JMP) for Water Supply and Sanitation, 2008.

⁴ WHO, UNICEF JMP 2008.

⁵ Refugee Affected Areas Report, UNHCR 2008

While government policy is committed to bring the provinces into the development mainstream, new investments are seldom pro-poor and water and sanitation investments do not always reach the poor. A strategic governance framework, with community participation for pro-poor policies and institutions for investments, coordination and monitoring is critical to planning, provision and management of water and sanitation services and accountability of the sector.

Pakistan is also prone to natural disasters, including the vulnerability of all provinces to annual flooding. Such hazards highlight the need for emergency preparedness and planning for response within the Sector.

3. Strategies, including the proposed joint programme component

3.1 Background and Context

Access to safe drinking water and sanitation is a basic human right and essential to the well being of the general population. They serve as prerequisites for health and livelihood, and are closely linked with poverty, child morbidity and mortality and gender inequality. In line with national goals and priorities, the Integrated Programme On Access To Safe Water And Improved Sanitation (JPC2), in focus districts selected through a consultative process involving consideration of various indicators from the areas of programme intervention.

These interventions form part of the Joint Programme Components (JPCs) identified and prioritized by the Environment-TWG. These interventions also cross-cut areas of health and population and education and are also in line with goals and priorities as identified in Pakistan's Poverty Reduction Strategy Papers (PRSP-I and PRSP-II), the Medium Term Development Framework (MDTF) 2005-2010, The Devolution Plan, The Social Protection Strategy, The Ten Year Perspective Plan 2001-2011 and other on-going national initiatives such as the Clean Drinking Water For All Project. Assistance of the United Nations under the JPC2 would be provided within the context of efforts to achieve the Millennium Development Goals (MDGs) and will adopt a rights-based approach while being aligned directly with the United Nations Development Assistance Framework (UNDAF), national targeted programmes and provincial socio-economic development plans.

Key lessons from UNDAF 2002-2006 and project implementation in the past, such as the need to help the Government to ***strengthen its capacity and service delivery***, translate policies and strategies into implementation in a concerted effort, the need for sector-wide capacity building programmes, for government counterparts and communities, and enhanced sector coordination, have been and will continue to be drawn upon and addressed during joint programme formulation and implementation, thereby increasing UN agencies' capacity, efficiency and effectiveness to 'Deliver as ONE.'

The more cohesive One Programme and UN Country Team will be a more effective participant in ***policy research, policy advisory, programme preparation, project implementation*** and a more powerful advocate of UN policies and values in line with the national priorities of Government of Pakistan. Increased consistency and coherence of policy advocacy and advisory will enable the UN to speak with one voice and to create space for individual agencies to take a more proactive approach to agency-specific policy areas in line with the main objectives of the One UN.

These will be important as the UN increasingly delivers its support at the provinces and districts in program preparation and project implementation on a sustainable basis.

3.2 The Proposed Joint Programme Component

The principal guiding criteria for the One Programme implementation include:

- a) **Pro-Poor Focus.** Targeting the groups at the lower end of socio-economic indicator ranks, as well as those prone to specific environmental conditions and disaster risks.
- b) **Federal - Provincial Balance.** Balance the interests and expectations of Federal and Provincial Governments, as well as the emerging needs of the district tier in selecting specific tehsils or union councils for UN interventions. Furthermore, in the prevailing situation, security considerations will be paramount to ensure staff safety while "delivering as one".
- c) **Build on Past Experience.** Lessons learned from existing and past programs will guide the adoption of rational, harmonized and workable systems suited to Pakistan's conditions for delivery of impact.
- d) **Sustainability:** It will be ensured that future programmes/projects developed in line with the UN objectives and in accordance with national priorities of Government of Pakistan will contain inbuilt financial mechanisms for sustainability through pilots to become a showcase for reference/replication.
- e) Any project/programme undertaken may have baseline quantifiable indicators before hand for the future evaluation of the project.

The JPC-2 defines an 'Integrated Programme on Access to Safe Water and Improved Sanitation.' The long-term outcome is the development of a comprehensive approach for safe and healthy living and working conditions for all people in demonstration regions; securing access to environmentally sustainable water, sanitation, air, fuel, shelter and food.

The Integrated Programme is designed to make significant gains towards the achievement of MDG 7, Ensuring environmental sustainability, in particular target 7c on access to safe water and improved sanitation, '*to halve by 2015 the proportion of people without access to safe water and basic sanitation*' and MDG 7, target 11, '*to achieve significant improvement in the lives of at least 100 million slum dwellers by 2020*'. The JPC2 also uniquely contributes to all other MDGs; MDG1: Eradicating extreme poverty and hunger, MDG2: Achieve universal primary education, MDG3: Promote gender equality and empower women, MDG4: Reducing child mortality, MDG5: Improve maternal health and MDG6: Combat HIV/AIDS, malaria and other diseases.

The JPC2 seeks to fully integrate the four cross-cutting themes of human rights, gender, civil society and refugees, through this Programme.

3.3 Implementation Strategy

The JPC-2 will adopt a comprehensive and systematic approach in designing interventions. Guidelines and strategy for implementation of the integrated programmed include:

- Address concerns related to rural areas, informal urban settlements and refugee affected areas (both rural and urban) with special emphasis on the needs of women and children:
- Utilize a participatory approach to development involving beneficiary communities in all stages of the programme from project design and through implementation
- Alliance building and development of key partnerships within the water and sanitation sector and across related sectors
- Jointly coordinated, sector-wide advocacy and consultation

- Development of behavioural change communication (BCC) strategies for community capacity development, with emphasis on community empowerment
- Capacity building and institutional development of government counterparts and stakeholders, at all levels
- Promotion of sustainable infrastructure, technologies and practices
- Commitment to address cross-cutting issues of human rights, gender, civil society and refugees

3.4 Outputs

To achieve the stated outcome, the JPC2 comprises six outputs that further define the specific goals of the integrated programme.

Output 1: Enhanced access to improved drinking water and sanitation services.

Key activities include the baseline studies of communities to identify implementation options, documentation of same, the installation of water supply schemes in rural areas, urban informal settlements and refugee affected areas, promotion of rural sanitation through various means, the capacity building and technical support and training to government, to ensure sustainability of systems, and community based organizations.

Output 2: Enhanced access to improved water and sanitation facilities as per standards in schools and healthcare facilities.

Key activities include the provision of gender sensitive and culturally appropriate drinking water and sanitation facilities in schools and healthcare centres inline with national standards in rural areas, urban informal settlements and refugee affected areas and the capacity development of teachers, parent-teacher councils and healthcare workers.

Output 3: Improved hygiene practices amongst healthcare workers, families, school teachers and school children.

Key activities include the institutionalization of Behavioural Change Communication (BCC) initiatives such as School Sanitation and Hygiene Education (SSHE) Centres and the development of training modules to reach communities, school teachers and school-going children, healthcare workers and general public awareness in rural areas and selected informal settlements.

Output 4: Strengthened water quality monitoring, surveillance and improvement systems.

Key activities include the development of water quality monitoring and surveillance framework, support for research and mitigation of emerging water quality issues in Pakistan and the capacity building of government, both human and institutional, in the arena of water quality for both rural and urban settings.

Output 5: Enhanced water and sanitation sector coordination, and knowledge management.

Key activities include institutionalizing of coordination mechanisms at federal and provincial levels, establishment of MIS for the Sector, government capacity mapping and documentation of best practice/case studies.

Output 6: Enhanced disaster risk management and humanitarian response capacity for water and sanitation sector at the federal, provincial and district level.

Key activities include the development and implementation of emergency preparedness and response plans, capacity building for the Sector in these areas through training and partnerships and ensuring capacity for immediate emergency response and Water, Sanitation and Hygiene (WASH) Cluster coordination as required in country.

4 Beneficiaries and Impacts:

The primary and direct beneficiaries of the JPC2 are the communities, in particular women and children, of target geographic districts as prioritized by the Joint Programme (JP) on the basis of water and sanitation related indicators.

Duration: 2 years (2009-2010, with the possibility of going beyond 2010).

Estimated Budget: USD 28 Million

5. Results and Budgetary Framework

Please refer to Annex A for the results and budgetary framework, which is indicative and dependent on the contributions to be received.

6. Management and Coordination Arrangements

The overall Governing Structure for the One UN Programme in Pakistan is attached as Annex B. The Annex has three sections describing the management structures for all three levels in detail.

The Environment Joint Programme specific management structures are as follows:

- High Level Committee (HLC) at the One UN Programme level, and the Executive Committee as a subsidiary body of the HLC, with EAD as secretariat.
- One Joint Programme Steering Committee (JPSC) at the Joint Programme level, and the Joint Programme Finance Sub-Committee as a subsidiary level of the JPSC.
- One Convening Agent (CA) to assist the JPSC and to facilitate Programme implementation.
- Five Task Forces (TF) at the Joint Programme Component level, representing the five JPCs for Programme implementation, management and operations support.

Composition of the various structures:

1. Joint Programme Steering Committee (JPSC):
 - Chair: Government
 - Co-Chair: UNDP/ UNICEF
 - One representative from each participating UN agency; FAO, ILO, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNIDO, WHO
 - One representative from each participating national partner; (to be identified and endorsed by JPSC)
 - Observers by invitation: donor representatives, civil society representatives and others. (to be identified and endorsed by JPSC)
2. Convening Agent (CA) at the JP level: UNDP/ UNICEF

3. Task Force (TF):

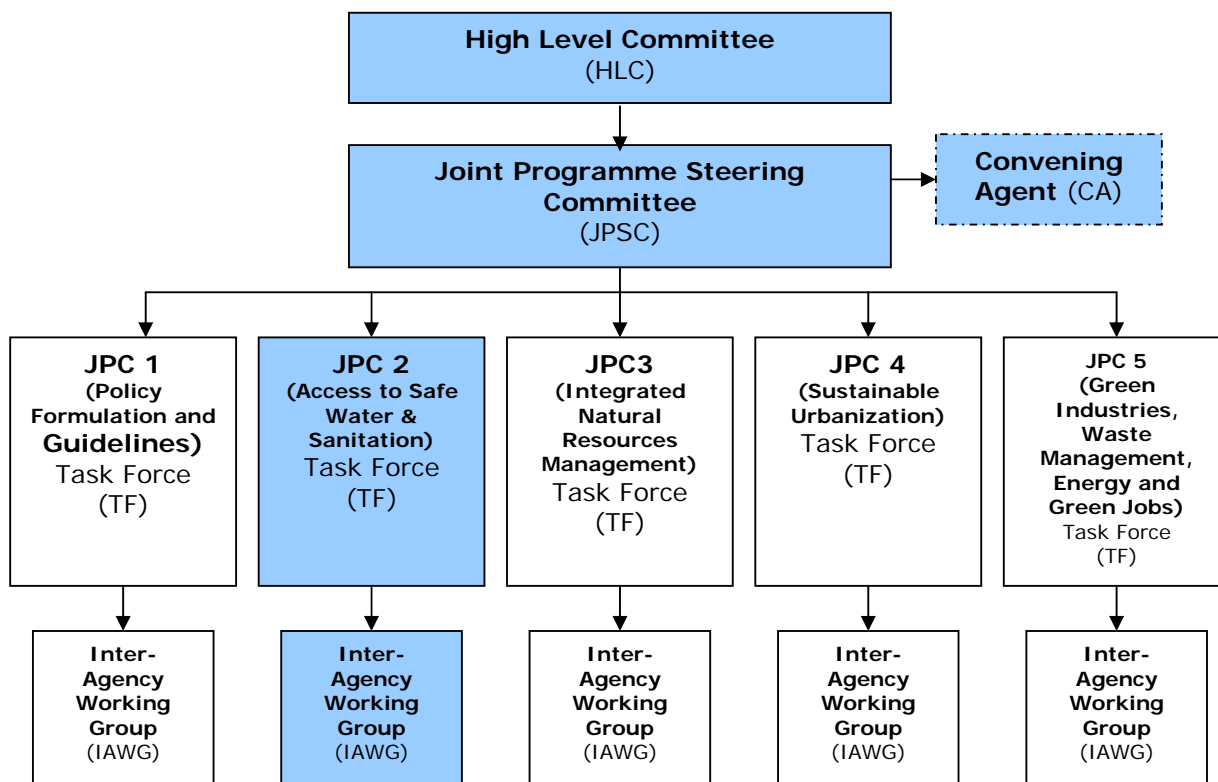
- Chair: UNICEF
- Co-Chair: one federal level 'counterpart organisation' per JPC: (to be identified and endorsed by JPSC)
- One representative from each participating UN agency in JPC2; UNESCO, UN-HABITAT, UNHCR, WHO,
- One representative from each participating national partner; (to be identified and endorsed by JPSC)
- One representative from one civil society implementing partner; (to be identified and endorsed by JPSC)

4. Inter-Agency Working Group (IAWG):

To be convened as needed among the UN Participating Agencies

Management Structure of the Joint Programme on Environment:

At the FEDERAL LEVEL:



Programme Implementation Committees (PICs):

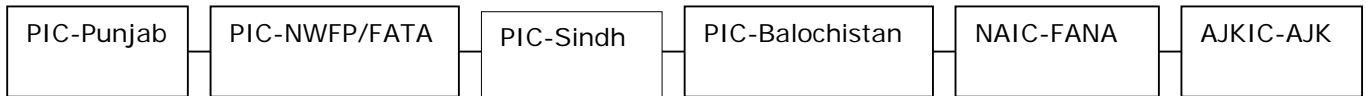
Six PICs would be established, one each in the 4 provinces (including Federally Administered Tribal Areas(FATA), Azad Jammu and Kashmir (AJK) and Northern Areas. They would be co-chaired by the respective Additional Chief Secretary (Development) of the province/ territory, and representative of co-chairs of the Environment Thematic Working Group (TWG). Members will include key partners active in the respective provinces giving due representation to all 5 JPCs. Key functions of a PIC would be to steer, implement and facilitate the JPE and all 5 JPCs in the respective provinces/

territories. Selection of the target district/ activity area could be undertaken by the PIC based on certain intervention criteria such as poverty, vulnerability, resource depletion rates, specific area needs, existing projects etc. The PIC will plan, develop, execute and monitor various project of various JPCs within its area of operation and will identify various initiatives to be undertaken at the provincial level to the respective Task Forces for endorsement by the JPSC. PICs will also be able to set-up sector specialist sub-groups to assist PICs in activity planning and development.

Composition of PIC (to be identified and endorsed by JPSC)

- Chair: ACS Planning and Development (or equivalent Officer)
- Co-Chair: One of the two UN co-chairs of the UN Environment Thematic Working Group, UNDP or UNICEF
- JPC Counterpart organisation at the provincial level
- One representative of the five JPC convening agency
- One representative of the other UN partners for the respective JPC
- Others

AT THE PROVINCIAL LEVEL:



7. Fund Management Arrangements:

The Fund Management Administrative Arrangements for the One UN Programme in Pakistan are detailed in the overall Governing Structure, attached as Annex B (section 4).

Budget execution of resources allocated to each Participating Agency remains under the purview of the Agency using its own financial rules and regulations. Earmarking by donors is allowed to the level of the JP and to the level of JPC. Geographical earmarking by province is allowed. Agency-specific earmarking is discouraged; if the case arises, the concerned Participating Agency shall inform the UN Country Team (UNCT), as stipulated in the UNCT code of conduct.

Contributions that are earmarked by a donor for one specific UN Participating Agency are not part of the Pakistan One Fund. Resources can be raised from donors, national partners e.g. private sector and government authorities at the Federal and Provincial levels. In all resource mobilization efforts, preference shall be given to un-earmarked contributions.

Allocation of resources

Criteria for resource allocation are based on agreed priorities, and shall minimize subjective judgment. Decisions on the allocation of contributions down to the level of the Participating Agencies are as below;

If the contribution is un-earmarked i.e. it is for the One UN Programme, the Environment JPSC prepares an allocation plan between the Environment JPC, based on agreed priorities and an analysis of the funding gap, for consideration of the Executive Committee on behalf of the HLC. The Finance Sub-Committee will consolidate the gap analysis for the Executive Committee to consider allocation of funds to JPCs. For the preparation of such a plan, recommendations the TF will besought.

If the contribution is earmarked to the Environment JP level, the JPSC endorses a Joint Programme resource allocation plan between the JPC, based on recommendations received from TWG Environment, Five TFs.

If the contribution is earmarked at the JPC level, the TFs prepare a JPC resource allocation plan between Participating Agencies, based on recommendations from the IAWG. The co-chairs of the respective TFs transmit the JPC resource allocation plan to the co-chairs of the Environment JPSC for onward transmission to the UN Resident Coordinator (UNRC) who instructs the Administrative Agent (AA) to carry out the pass-through transactions with no delay.

Allocation among Participating Agencies:

For the first 12 months the IAWG issues a recommendation to the TF of the relevant JPC guided by these criteria:

- a. Relevance of outputs to the agency's mandate, capacity and experience
- b. Relevance of proposed activities to the agreed outcomes and outputs
- c. Clarity and realism of budget, and coherence with proposed activities
- d. Availability of a sound annual work plan.

For subsequent allocations the criteria are:

- a. Results achieved i.e. measurable and evidence-based according to the approved Log Frame
- b. Rate of delivery i.e. moneys disbursed as reported through the Administrative Agent and reflected in the Budgetary Framework
- c. Quality and timeliness of reporting to the respective Convening Agent(s) and to the Administrative Agent.

For un-earmarked allocation between JPCs the criteria are:

- Logical sequencing between the outcomes of the JPC contributing to the achievement of the Environment Joint Programme outcomes.
- Activities contributing directly to the achievement of the Millennium Development Goals (MDGs) and other international norms and standards.
- Activities building on on-going or past activities to ensure continuity and long-term support. Activities covering issues overlooked in the past may also be considered.

Each Participating Agency shall report progress on the use of core, non-core, parallel funding and contributions received. Participating Agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility, in line with their established rules and regulations.

8. Monitoring, Evaluation and Reporting

Monitoring and evaluation of the Joint Programme aims at improving efficiency and effectiveness of programmatic outcomes, outputs and activities through establishing a rigorous assessment process/system to: a) establish clear and continuous mechanisms to assess the strength and weaknesses of interventions; b) continually identify policies and institutions that need to be improved or developed to prioritize programme intervention for the poorest and most socially disadvantaged groups; and c) strengthen the monitoring and evaluation capacities of national partners, will be developed.

An overall and detailed M&E framework will be developed as the first step of the implementation process. The M&E framework is based on a programmatic logical framework, developed by the Thematic Working Group (TWG) with inputs from the

Resident Coordinator Office (RCO) and UN M&E Network under the overall guidance of UN Country Team (UNCT). It consists of programmatic outcomes and outputs, respective indicators, targets, data sources and assumptions. The Joint Programme Component Logical Framework is provided as Annex C.

Monitoring of Outputs

The overall M&E framework refers to the outcomes, and their underlying outputs. Measurable (quantitative and qualitative) indicators facilitate the monitoring of progress. The framework also provides suitable targets and baselines for each indicator. In many cases, baseline data for output indicators could not be obtained during the planning phase. It may be a prerequisite that the baseline indicators are established prior to a project implementation stage. However, where needed, baselines will be established before the implementation phase by undergoing rapid baseline surveys in focused geographical areas. *Dev-info* is the preferred database software to manage and disseminate information on respective indicators of programmatic outcomes and outputs. The database will be input baseline and target data for respective indicators, and will be regularly (quarterly) updated regarding progress of output indicators at the level of Joint Program. *Resident Coordinator's Office*, with the help of *UN M&E Network*, will support the creation and training of staff in database. At the Joint Program level, the database will be managed and updated through the *Convening Agent* and the necessary feedback will be provided to the government on regular basis.

Progress on all output indicators will be regularly measured through quarterly and annual reviews. The primary responsibility for monitoring rests with the JPSC assisted by its Convening Agent, through specialized M&E and MIS expertise. Joint Programme Component Task Forces will support JPSC in monitoring the progress of outputs and activities and will facilitate overall monitoring of JP Component implementation. The task forces will meet on a quarterly basis to review progress and provide feedback to JPSC. Individual Participating UN Agencies will be involved in rigorous monitoring of activities in the field during the implementation. The participating agencies will use their existing M&E expertise or will acquire and strengthen such expertise to meet the challenge. The Executive committee and UNCT will exercise high-level overviews of the implementation of the One UN Programme on a yearly basis. As and when required, Thematic Working Groups, UN M&E network and Interagency Working Groups will extend technical support and facilitation.

Monitoring of Risks

During the monitoring process, special attention will be given to tracking the major risks and assumptions that may jeopardize the achievement of Joint Programme objectives including: a) insufficient capacity and resources from the Federal, Provincial and Local Governments to implement the strategic programmes supported by the Joint Programme, in particular, PRSP and MDTF; b) insufficient resource mobilization; c) the inability of duty-bearers to perform properly their functions; d) insufficient funding commitment from the donors to support the achievement of JP/JPC outcomes; e) insufficient collaboration among the Implementing Partners; f) insufficient engagement of vulnerable communities in the process of social change; g) insufficient compliance of the Private Sector with norms, standards and regulations; and h) insecure political and operational environment.

Evaluation of Outcomes

Outcomes of a Joint Programme will be measured in accordance with the measurable M&E framework. The Resident Coordinator Office, with the help and cooperation of UN M&E Network, will support the process.

Outcome assessment will consist of mid-term and final review of progress on each outcome indicator towards stipulated targets. JPSC facilitated by RCO, will play a lead role in assessment of outcomes through annual outcome reviews. The JPSC or the JPC

TFs may also commission small-scale surveys and case studies on selected subjects to assess results. The Executive committee and UNCT may also exercise high-level review of the outcome achievement status. The RCO will facilitate the overall outcome evaluation process.

In addition to the outcome assessments, the One Programme can be evaluated externally by independent evaluation missions. In line with the UN Reform Pilot's Evaluability Assessment, DOCO proposes two External Evaluation Missions during 2009/10 and 2010/11 to evaluate process results and evaluation of overall impact, respectively.

Reporting of Progress

Progress of programmatic outputs and activities will be assessed and reported against the stipulated targets, baselines and specifications. The progress reports will also reflect upon the processes, challenges and lessons learned. Tabulated reports, graphs and maps will be incorporated in the narrative progress reports.

Under the overall guidance of JPSC and UNCT, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations in the annual progress reporting exercise. Each Participating UN Organisation, will report on progress of outputs and activities to the JPC Task Force. The Task Forces will submit the progress reports to the JPSC through the Convening Agent. Using those reports, each JPSC will provide the Administrative Agent with one Annual Narrative Progress Report. The report will give a summary of results and achievements compared to the stipulated targets of the JP. The Administrative Agent will prepare consolidated narrative reports, based on the above-mentioned inputs, and send them to the Resident Coordinator for review and onward submission to the UNCT, Executive Committee and to each donor that has contributed to the JP in accordance with the timetable established in the Administrative Arrangement.

9. Legal Context or Basis of Relationship

The table below provides the legal context under which Environment Joint Programme implementing UN agencies operate in Pakistan.

Basis of Relationship	
Participating UN organization	Agreement
UNESCO	Letter of Understanding Between the Government of the Islamic Republic of Pakistan and the United Nations Educational, Scientific and Cultural Organization was signed on July 4, 1967
UNICEF	Extension of the Standard Basic Cooperation Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Children's Fund was signed on May 24, 1995
UN-HABITAT UNDP	The legal context for this group of UN entities and their projects in Pakistan is established by two major agreements: 1) The Convention on the Privileges and Immunities of the United Nations, given affect by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to 16 June, 1948; and 2) The agreement between the Government of the Islamic Republic of Pakistan and the UN Special Fund, signed on 25th February 1960.
UNHCR	Standard Basic Cooperation Agreement signed between Government of the Islamic Republic of Pakistan and the United

	Nations High Commissioner for Refugees on September 18, 1993
WHO	Standard Basic Cooperation Agreement between the Government of the Islamic Republic of Pakistan and the World Health Organization was signed on February 15, 1960

ANNEX A: RESULTS AND BUDGETARY FRAMEWORK

Results and Budgetary Framework (2009 - 2010)

Joint programme Component (JPC2) : Integrated Programme on Access To Safe Water And Improved Sanitation

Output	Activity	Participating Agencies	Implementing Partners	Resource Allocation for Outputs		
				Y1	Y2	Total
2.1 Enhanced access to improved drinking water and sanitation services	Rehabilitation / Construction of Rural Drinking Water Supply Schemes, including capacity development of community organizations benefitting 200,000 people and the Promotion of Rural Sanitation through Community Led Total Sanitation (CLTS) and other initiatives, benefitting 1.8 million people.	UNICEF, UNHCR, WHO, UNESCO, UNHABITAT	MoEnvf, LG, NGOs, CAR(WSC) in Balochistan, IRC and Best in NWFP, BEFARe, community-based approach in provision and maintenance of public sanitation facilities (NWFP), PCRWR, Ministry of Education, District Govt, CSOs	5,250,000	950,000	6,200,000
	Support to Capacity development of government counterparts, implementing partners, etc. in management and implementation of Watsan programmes			350,000	200,000	550,000
	Water system development (rehabilitation and development of new schemes)			463,646	480,239	943,885
	Water system operations			370,760	382,428	753,188
	Other water activities (chlorification and water quality)			30,732	31,698	62,430
	Dislodging of surface latrines and construction of waste pits			62,595	64,903	127,498
	VECTOR/PEST CONTROL (NOT WAREH (taken from Malaria control program)			25,038	25,962	51,000
	Document issues related to access to water and environmental sanitation of the urban poor in informal settlements			92,000	32,000	124,000

	Develop and agree local action plans with relevant stakeholders			58,000	10,000	68,000
	Construct 150 demonstration rainwater harvesting systems in target schools, health facilities and villages			234,000	350,000	584,000
	Provide chemicals (chlorine) to the 150 target villages and 10 selected cities urban slums to disinfect the contaminated water sources and conduct trainings on the use of chlorine and other water disinfection methods			90,000	100,000	190,000
2.2	Enhanced access to improved water and sanitation facilities in schools and health care facilities	UNICEF, UNHCR, WHO, UNHAB ITAT	MoEnvt, MoEdu (DoE), LG, NGOs, MoH, CAR(WSC) Balochistan, BEFARe, community-based approach in provision and maintenance of public sanitation facilities (NWFP)	2,850,000	750,000	3,600,000
	Provision of gender sensitive, culturally appropriate and child-friendly WES facilities in 1,500 rural primary schools and health centers, including initiatives to support the sustainability of the interventions					
	Conduct a baseline survey on water and sanitation situation of all healthcare facilities in target districts and prepare an action plan for necessary improvements			35,000	-	35,000
	Improve access to water supply in 100 healthcare facilities, including provision of easily accessible drinking water facilities for health workers, patients and visitors (female health worker's easy access ensured)			210,000	1,050,000	1,260,000
	Provide/improve sanitation facilities (toilets/latrines) in 100 target health facilities, (to meet the minimum Pakistan toilet/patient ratio requirement) with focus on female health workers; including minimum hand washing facilities			210,000	350,000	560,000

	Implement demonstration projects that improve water delivery and access in schools and services in urban slums			682,000	978,000	1,760,000
	Construction of sanitation facilities in Afghan/Pakistani schools			50,076	51,923	101,999
2.3	Behaviour Change Communication (BCC)/Hygiene promotion activities with focus on children and women, including School Sanitation and Hygiene Education (SSHE) initiatives in Communities and Schools, reaching 1,000,000 people	UNICEF/ UNESCO/ WHO	MoEnvt, MoEdu (DoE), LG, NGOs, Ministry of Education, District Govt, CSOs, LEAD Pakistan, MoH	1,146,000	700,000	1,846,000
Improved hygiene practices amongst healthcare workers, families, school teachers and school children	Improved hygiene practices amongst healthcare workers, families and school children			542,500	542,500	1,085,000
	Conduct hygiene promotion activities/workshops in 100 health facilities with focus on the inter-linkages between sanitation and health, including injection safety and infection control in health facilities			70,000	350,000	420,000
2.4	Implementation of projects aimed at ensuring strengthened water quality monitoring, surveillance and improvement systems	UNICEF/ WHO/ UNESCO	MoH, PCRWR, MoEnvt, MoEdu (DoE), LG, NGOs, PCRWR,	-	-	-
Strengthened water quality monitoring, surveillance and improvement systems	Conduct a baseline survey on water quality status of NWFP and Balochistan provinces including assessing the capacity of any existing water quality testing laboratory facilities in the provinces			28,000	-	28,000

Conduct baseline surveys on the prevalence of water related diseases in programme target districts by compiling available data from HMIS and WHO DEWS (Disease early warning and surveillance) unit data bases;			70,000	-	70,000
Provide technical support and trainings to local health and water supply authorities in conducting routine waterborne diseases surveillance and response interventions, including:			70,000	420,000	490,000
Rehabilitate / establish 6 district-level water quality laboratories (one WQ laboratory each target district)			175,000	182,000	357,000
Provision of 30 portable water quality testing kits (physio-chemical and bacteriological testing kits)for water service providers of target districts			49,000	168,000	217,000
Conduct training on water quality analysis for laboratory staff and officers in charge of water quality and public health of the 6 target districts			-	42,000	42,000
Provide 24,000 low-cost kits bacterial test and 2,000 kits for chemical tests (EC, TDS, pH and chlorine) for water quality monitoring in the 100 target villages and urban slum dwellers, including training on the use of these testing kits.			-	350,000	350,000
Organize trainings/events on water safety planning, source protection, and sanitary survey for target districts water			-	280,000	280,000

authorities staff					
Promote household water treatment technologies and practices in 100 villages of the target districts and urban slum dwellers of target districts; — Introduce affordable household level water treatment best-practices by mobilizing communities			210,000	490,000	700,000
Model Water Safety Plan introduced and implemented in 4 selected urban centres, in collaboration with UN-HABITAT			105,000	175,000	280,000
Water quality monitoring for 3,000 water sources, with testing continuing for the duration of the JP, to evaluate any improvements on water quality due to JP interventions			70,000	70,000	140,000
Water quality mapping of the two provinces, including collection and compilation of all available water quality data and establish provincial water quality data base			-	70,000	70,000
Supply water disinfectant chemicals to water supply service providers and households facing greatest risk form water borne diseases;			105,000	105,000	210,000
Conduct 8 workshops (4 workshops in each province) for the introduction and official adoption of the new Pakistan Water Quality Standards;			28,000	98,000	126,000
Conduct 8 training workshops on water quality monitoring and water resources management (3			35,000	105,000	140,000

	trainings in each province) for water supply agencies					
	Organize 10 provincial-level meetings for health, water and local municipal authorities on inter-sectoral/departmental collaboration and cooperation on effective implementation of policies and strategies to reduce/prevent the prevalence of water and san			70,000	140,000	210,000
	Support for strengthening capacity of government counterparts to ensure improved water quality monitoring, surveillance and improvement systems, including support for strengthened community-based mechanisms			550,000	450,000	1,000,000
	Support for Arsenic Mitigation and Monitoring Activities and other Emerging water quality issues of concern in Pakistan			440,000	280,000	720,000
	Strengthen urban water quality monitoring systems			16,000	32,000	48,000
	Support for the establishment of Regional Center for Water Management Research in Arid Zones			-	-	-
2.5 Enhanced Watsan sector coordination and knowledge management	Technical support for increased coordination for the Watsan sector, including ensuring enhanced government capacity in knowledge management, Watsan MIS development,	UNICEF	MoEnvt, stakeholders	540,000	460,000	1,000,000

2.6 Enhanced disaster risk management and humanitarian response capacity for Watsan sector at the federal, provincial and district level	Technical support for enhanced disaster risk management, preparedness and humanitarian response capacity for the Watsan sector at the federal, provincial and district level and coordination of the WASH Cluster	UNICEF	MoEnvvt, NDMA (PDMA), government counterparts, Cluster members, UNRC	290,000	260,000	550,000
	WASH Emergency Response/WASH Cluster Activities			330,000	330,000	650,000
			TOTAL	16,003,346	11,906,633	28,000,000

Annex B:

ONE UN PROGRAMME IN PAKISTAN – OVERALL GOVERNING STRUCTURE

Pakistan is one of the eight countries in which the UN Country Teams are piloting “delivering as one” initiatives. An important component of that UN Reform effort is the “One UN Programme” that comprises the Joint Programmes and Joint Programme Components through which the Participating UN Organizations will contribute to Pakistan’s socio-economic development.

The following is a succinct description of the governance structure formulated through broad discussions within the UN Country Team, as well as those with national and international stakeholders. UNCT is likely to review this governance arrangement to bring it in compliance with changes due to such factors as the possibility of new UN entities establishing representation in Pakistan, the experimental nature of piloting, the evolving national priorities and the extent of resource mobilization against the resource gaps.

At the overall UN Reform Pilot level, the highest governance body is the **High Level Committee on UN Reform in Pakistan**, established in early 2007. It is the supreme body that brings together Government, UN and development partners. The High Level Committee oversees all aspects of the reform experience in Pakistan, monitoring of its progress, and fine tuning to enhance aid effectiveness. It is chaired by the Prime Minister or his/her representative and consists of main line agencies at the federal level, provincial governments and selected donor representatives, meeting periodically. The High Level Committee determines the programmatic areas of the One Programme Document.

This document focuses on the One UN programme and summarizes the management arrangements at three inter-related levels:

- 1) One UN Programme;
- 2) Joint Programmes; and
- 3) Joint Programme Components

as well as the common instrument for all three, the Pakistan One Fund.

1. One UN Programme

The **One UN Programme** in Pakistan consists of a set of UN joint programmatic interventions planned for the period 2008 to 2010, the initial period of “delivering as one” in Pakistan. During that period, it is expected that about 80% of the resources available with the UN family will be devoted to joint programmes.

The One UN Programme plus the stand-alone interventions of individual UN agencies form the revised UNDAF (United Nations Development Assistance Framework), which is the result of a detailed process of review of the current development context, MDG prioritization, stakeholder analysis and SWOT analysis.

The One UN Programme Document provides details on the joint programmes, the results and resources framework, management arrangements, overall budget and monitoring and evaluation mechanisms.

At the One UN Programme level, there will be two decision-making/advisory bodies:

- Within the UN system in Pakistan, the **United Nations Country Team (UNCT)** consisting of the heads of all agencies, funds and programmes represented in Pakistan is the inter-agency coordination and decision-making body, led by the Resident Coordinator. Within One UN Programme context, the main purpose of UNCT is to plan, implement, monitor, fine tune and ensure the delivery of tangible results in support of the development agenda of Pakistan.

- Under the High Level Committee (HLC), as its subsidiary body, there will be an **Executive Committee for One UN Programme**, which will normally meet quarterly, to focus on the One UN Programme. Representing the broad constituency of the High Level Committee, the Executive Committee will consist of the Secretary of the Economic Affairs Division (EAD) as Chair, the Resident Coordinator and one donor representing the donor community. Its principal duties are as follows:
 - a) Regarding the *un-earmarked contributions* at the One Program level, it decides on their allocation to one or more Joint Programs in consultation with Line Ministries, national partners, donors and the UNCT.
 - b) In addition, it endorses *allocations to the various Joint Programme Components* within a Joint Programme, based on recommendations and inputs of the respective Joint Programme Steering Committee.
 - c) It initiates the *transfer of funds* to Participating UN Organizations through the Resident Coordinator and the Administrative Agent, based on the recommendations of the JPC Task Forces.
 - d) It receives, and forwards to the High Level Committee, with appropriate comments, *compilation of consolidated narrative and financial reports* as well as the *certified financial statements*.
 - e) It exercises high-level overview of the implementation of the One UN Programme, providing guidance and facilitation, as appropriate.

2. Joint Programmes (JPs)

As constituent elements of the One Programme, five Joint Programmes are being developed (Agriculture, Rural Development and Poverty; Health and Population; Education; Environment; and Disaster Risk Management). The Joint Programme Documents provide details on the various joint programme components, the results and resources framework, management arrangements, JP budget, and monitoring and evaluation mechanisms. The JP Documents are expected to be finalized by end-November 2008.

At Joint Programme level, there will also be three bodies that offer guidance:

- A **Joint Programme Steering Committee (JPSC)** will provide strategic guidance for implementation of the Joint Programme. Each JP, aside from fully addressing the issues within its substantive coverage, also integrates four cross-cutting issues (refugees, human rights, civil society engagement and gender). A Joint Programme Steering Committee will be co-chaired by a Government representative at the level of Federal Secretary (or equivalent) and by a UNCT member (representing the UNCT). The co-Chairmanship in a Joint Programme Steering Committee will not imply any charges to the JP budget. A JPSC includes one representative from each participating UN organization and one representative from each participating national partner. In addition, observers by invitation could include up to two representatives of donors, civil society and other partners as suitable. The JPSCs will normally meet every two months and, inter alia, will
 - a) review and recommend for approval JP documents prepared by the TWGs;
 - b) approve prioritisation of outcomes/outputs, work plans and prioritised resource allocation as required at the JP and Joint Programme Component (JPC) levels;
 - c) oversee advancement of implementation of JPs and make changes if required at the JP levels; and
 - d) review and approve financial progress and standard progress reports at the JP level.
- A JPSC, through its subsidiary **JP Finance Sub-Committee**, (consisting of the two Co-Chairs of the JPSC and the TWG Co-Chairs) and based on recommendations of the relevant Thematic Working Group, will take note of donor contributions earmarked to its Joint Programme and make recommendations to the Executive Committee on the allocation of funds to each Joint Programme Component.

- a) If the Executive Committee endorses the recommended allocation, JPSC communicates this to the Participating Organizations in that JPC.
 - b) If the Executive Committee does not endorse the recommended allocation, it will ask the JPSC to review its recommendation, based on its comments, and re-submit.
- **Thematic Working Groups (TWGs)** were formed early in the piloting process to coordinate the formulation of the JPs. TWGs consist of representatives of the UN entities that participate in the JP, and will remain ready to provide substantive guidance to concerned JPs, ensuring that “delivering as one” happens.

Each JP will have a **UN Convening Agent** to facilitate coordinated programme and financial implementation. Its selection will be based on a comparative advantage and capacity assessment of the interested agencies. A Convening Agent

- a) acts as the secretariat for the JPSC;
- b) facilitates overall programme and financial implementation;
- c) provides inputs to JPSC on the objective application of resource allocation criteria;
- d) promotes synergies across the thematic area and the cross-cutting themes;
- e) prepares and consolidates standard progress reports at the JP level for submission to the UNCT and the AA, while drawing technical assistance from the AA.

3. Joint Programme Components (JPCs)

Joint Programmes are formed of several distinct **Joint Programme Components (JPCs)**. Each JPC is articulated in a document containing the results and resources framework, management arrangements, and budget plus monitoring and evaluation mechanisms.

At JPC level, there will be two bodies for guidance:

- Each JPC will be managed by a **Task Force** which is responsible for joint implementation and promotion of synergies at the JPC level among UN and other participants. Each Task Force will be co-chaired by a Government representative and a UNCT member. Its membership will consist of one representative of each Participating UN Organization and participating national partner (including relevant CSO implementing partners). A Task Force will normally meet every month
 - a) to facilitate the *preparation of annual work plans and associated budgets* at the JP Component level as submitted by the Participating Agencies and ensure conformity with the JP document;
 - b) make recommendations on resource allocation to Participating UN Organizations within the JPC, based on the funds made available to the JPC by the JPSC, and submit them for approval to the JPSC Finance Sub-Committee.
 - c) facilitate overall performance and monitoring of JP Component implementation and make changes if required;
 - d) oversee the *preparation of standard progress reports and financial progress reports* for submission to the JPSC and review and approve financial progress reports and standard progress reports at the JP Component levels for submission to the JPSC; and
- Based on the complexity of a particular JPC, it might be desirable to constitute an **Inter-Agency Working Group** to support the JPC implementation and ensure a strong “UN delivering as one” dimension. It would consist of representatives of the Participating UN Organizations in that JPC.

Based on the complexity of a JPC, the partners involved in that JPC may decide to have a **UN Convening Agent**. It

- a) facilitates the planning and review of annual work plans;
- b) promotes synergies across the JPC activities and with all cross cutting themes;

- c) facilitates overall progress of programmatic and financial implementation of the UN participating entities;
- d) provides inputs to the JPC Task Force on the application of the resource allocation criteria; and
- e) prepares and consolidates standard progress reports at the JPC level for submission to the JPSC, drawing on technical assistance from the AA.

4. Pakistan One Fund

The Pakistan One Fund will facilitate and streamline the donor resources directed to the One UN Programme, as well as to simplify substantive and financial reporting. As such, the Pakistan One Fund is a major vehicle for resources mobilization from donors to support the unfunded portions of the One UN Programme and to facilitate the funding of any new initiatives within the context of the One UN Programme.

UNCT has designated UNDP as the **Administrative Agent (AA)** that will administer the Pakistan One Fund for the duration of the One UN Programme, which at present is for the period 2008 - 2010. UNDP will administer the fund in accordance with the UNDP Regulations and Rules. The Memorandum of Understanding signed on 17 June 2008 by all UN Participating Organizations describes in detail the Pakistan One Fund and the role/responsibilities of the Administrative Agent.

The responsibilities of the Administrative Agent include:

- a) *Receipt, administration and management of contributions* from Donors;
- b) *Disbursement of funds to the Participating UN Organisations*, in accordance with the instructions of the Resident Coordinator, on behalf of the HLC Finance Sub-Committee.
- c) Provide support to the JPSCs and the JPC Task Forces in their reporting functions, as mutually agreed by the respective parties; and
- d) *Compilation of consolidated narrative and financial reports* on Pakistan One Fund to the Executive Committee, UNCT, donors and partners. Participating UN Organizations are responsible for preparing and submitting the reports based on the UNDG standard narrative reports and financial reports to the Administrative Agent in accordance with the reporting schedule specified below, and in the case of narrative reports through their respective JPC Task Forces and JPSCs. In this, the Convening Agents at the JP and JPC levels will support the Participating UN Organizations, which will report on the specific JP/JPC activities they are responsible for and the related funds they have received.

In terms of reporting, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations as follows:

- Through the Convening Agent, each Participating UN Organization will provide the Administrative Agent with the following financial statements and reports at the One Programme, JP or JPC level, as applicable, using the standard formats approved by the UNCT:
 - (a) *Annual financial statements and reports* for the period up to 31 December of that year with respect to the funds disbursed to it from the Pakistan One Fund, to be provided no later than 30 April of the following year; and
 - (b) *Certified final financial statements and final financial reports* from the Participating UN Organizations after the completion of the Programme and including the final year of the Programme, to be provided no later than 30 June of the year following the financial closing of the Programme.
- In addition and again through the Convening Agents, Participating UN Organizations will report to the JPC Task Force, using standard formats approved by the UNCT. Using those

reports, each Joint Programme Steering Committee (through the JP Convening Agent, as applicable) will provide the Administrative Agent with the following:

- (a) JP Annual Narrative Progress Report for that year, no later than 31 March of the following year; and
- (b) JP Final Narrative Report, no later than 30 April of the year following the financial closing of the JP. The final report will give a summary of results and achievements compared to the goals and objectives of the Joint Programme.

The Administrative Agent will prepare *consolidated narrative and financial reports*, based on the above-mentioned reports, and send them to the Resident Coordinator for onward submission to the UNCT, Executive Committee for One UN Programme and to each donor that has contributed to the Pakistan One Fund, in accordance with the timetable established in the Administrative Arrangement.

The Administrative Agent will also provide the following *financial statements* to the Resident Coordinator for onwards submission to the UNCT, Executive Committee for One UN Programme, Donors and Participating UN Organizations:

- (a) *Certified annual financial statement* for the year ("Source and Use of Funds") by 31 May of the following year; and
- (b) *Certified final financial statement* ("Source and Use of Funds") to be provided no later 31 July of the year following the financial closing of the Pakistan One Fund.

ANNEX C: Joint Programme Component Logical Framework

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 2 : Integrated Programme on Access To Safe Water And Improved Sanitation			
Outcome: Integrated programme towards achievement of MDG Target 7C on access to safe water and improved sanitation	Indicator: Reduction in incidence of waterborne diseases	Target: Accelerate progress towards attainment of MDG target 7C to the point on or above expected rates within 2009/10	Participatory planning process is followed to engage all the stakeholders including civil society, marginalized groups
Outputs: 1. Enhanced access to improved drinking water and sanitation services	<ul style="list-style-type: none"> • Number and % of households provided with access to improved water and sanitation services, including refugees • Number of water supply schemes having community-based mechanism for sustainable operation and maintenance • Training programme on the basis of training need assessment developed and implemented • Number of persons trained on various aspects of water and sanitation at the federal, provincial, district, tehsil and UC levels 	<ul style="list-style-type: none"> • Gains towards MDG target 7c 	PSLMS, PIHS, JMP data, Programme documents/reports Commitment and Government support Commitment and donor support Sufficient resource mobilization Issues of security and access
2. Enhanced access to improved water and sanitation facilities as per standards in schools and health care facilities	<ul style="list-style-type: none"> • Number and % of boys and girls schools (including refugees schools where applicable) provided access to functional child-friendly water and sanitation facilities as per standards • Number and % of health care facilities and the catchment population provided access to functional water and sanitation facilities 	<ul style="list-style-type: none"> • Child-friendly water and sanitation facilities promoted • Health care facilities meet hygiene standards 	Programme documents, Pakistan Education and Health statistics, (EMIS, HMIS), Adequate data collection processes are carried out in the timeframe required (2009/2010)

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 2 : Integrated Programme on Access To Safe Water And Improved Sanitation			
3. Improved hygiene practices amongst healthcare workers, families, school teachers and school children	<ul style="list-style-type: none"> Number and % of health care workers, families, school teachers and school children reached with appropriate hygiene messages and practicing safe hygiene practices 	<ul style="list-style-type: none"> Targeted communities use safe hygiene practices. 	Pre and post KAP surveys, HMIS
4. Strengthened water quality monitoring, surveillance and improvement systems	<ul style="list-style-type: none"> Number of water quality monitoring laboratories established and functional at federal, provincial, district and tehsil levels Water quality monitoring and surveillance framework is developed Certification mechanism for drinking water quality labs is established and strengthened Number of water supply schemes (along with the population served) which are being regularly monitored for water quality and providing safe water Number and % of households using household water treatment options Number and % of households using household water quality testing options Number of government staff and partners trained on water quality monitoring 	<ul style="list-style-type: none"> Comprehensive framework developed 	Government /programme documents
5. Enhanced Watsan sector coordination and knowledge management	<ul style="list-style-type: none"> Number of meetings of water and sanitation coordination committees held at the Federal, Provincial and District levels Development of water and sanitation sector MIS at the Federal and Provincial levels Mapping (including database) of partners' (Govt and development 	<ul style="list-style-type: none"> Knowledge Network on WATSAN operational 	KM Networks Functional MIS Minutes of Coordination Meetings

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 2 : Integrated Programme on Access To Safe Water And Improved Sanitation			
	partners) interventions (who is doing what, where) is completed and made available to all concerned		
6. Enhanced disaster risk management and humanitarian response capacity for Watsan sector at the federal, provincial and district level	<ul style="list-style-type: none"> • Number of NDMA approved contingency plans (including capacity mapping) completed at federal, provincial and district levels • Number of persons trained on disaster preparedness and humanitarian response for water and sanitation sector • Number of people provided with water, sanitation and hygiene during emergencies 	Adequate preparation for emergency response in the water and sanitation sector in Pakistan	Preparedness and response documents,

ANNEX D: ACRONYMS

CA	Convening Agent
IAWG	Inter Agency Working Group
JP	Joint Programme
JPC	Joint programme Component
JPSC	Joint programme Steering Committee
TF	Task Force
UNCT	United Nations Country Team
UNESCO	United Nations Education, Science and Culture Organization
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commission Refugees
UNICEF	United Nation International Children's Fund
WHO	World Health Organization

JOINT PROGRAMME on ENVIRONMENT

Country: Pakistan

Joint Programme Component 3: **Integrated Natural Resource Management in Demonstration Regions**

Joint Programme Component Outcome:

Enhanced Natural Resources Management and their Sustainable Use in
Pakistan

Programme Duration: **2 Years**
Anticipated start day: **1st January, 2009**
Anticipated end day: **31st December, 2010**
Fund Management Option: **Pass-through**
Administrative Agent: **UNDP**

Total estimated budget*: **USD 6,173,500**

Out of which:

1. Funded Budget: USD 2,525,000
2. Unfunded budget: USD 3,648,500

* Total estimated budget includes both programme costs and indirect support costs

Table of Contents

1. Signature Page	3
2. Situation Analysis	3
3. Strategies, including the proposed joint programme component	5
4. Beneficiaries and Impacts	7
5. Results and Budgetary Framework	7
6. Management and Coordination Arrangements	8
7. Fund Management Arrangements	10
8. Monitoring, Evaluation and Reporting	11
9. Legal Context or Basis of relationship	13
Annexes	
A. Results and Budgetary Framework	14
B. Governance Structure of One UN Pakistan	17
C. Joint Programme Component 3 Framework	22
D. Acronyms	24

1. Signature Page



Mr. Khushnood Akhtar Lashari
Secretary
Ministry of Environment



Mr. Mohammed Farah
Representative ai,
FAO



Mr. Alvaro Rodriguez
Country Director,
UNDP and Executing Agency for UNEP



Mr. Maurice Robson
Representative ai,
UNESCO

18 December, 2008

Date

2. Situation Analysis

Geographically, climatically and ecologically Pakistan is a diverse country with a number of significant features such as globally renowned mountain ranges, vast desert areas, network of rivers and canals, forests, wetlands and coastal ecosystems. Most of the population of Pakistan is based in the rural areas and depends for livelihood on natural resources. Thus agriculture, livestock, fishing, and small enterprises are their main sources of earning. The well being of these people and the prosperity of current and future generations of Pakistan very heavily depend on the natural resource base of the country. However, all indicators show the serious threats are being posed to natural resources due to rapid industrialization, urbanization, commercialization and unsustainable use of natural capital by vested interests, coupled with weak mechanisms to conserve them. Similarly, at the policy level there is little awareness about the significance of these resources, thus they are not taken adequately into account in the planning and management of the country's economic growth and development.

The rural areas of Pakistan are mostly beset with the major issues of land degradation and rapid depletion of natural resources due to unsustainable harvesting, while soil and water pollution is also on the rise due to drainage of untreated industrial and domestic wastes into water bodies and open lands. While agriculture growth is visible but it is accompanied with use of in-organic pesticides and fertilizers resulting in the spread of skin diseases and water pollution. Pakistan's biodiversity is under threat due to over-hunting of wild animals and unsustainable harvesting of various species of aromatic and medicinal plants. Loss of agricultural productivity due to land degradation and desertification (from water logging, salinity, soil erosion and depletion of rangelands) is widespread. Destruction of habitat due to the above and other factors (such as high population growth rate, insecurity of tenure and decreasing range of products derived from or based on natural resources), is resulting in loss of biodiversity. Pakistan is also experiencing one of the highest rates of deforestation in the world.

To further aggravate the situation, the weak regulatory and enforcement mechanisms mean that the current patterns of developments are not environmentally friendly; rather they are the root causes of damage to the environment, particularly in the interconnected areas of water, land-use, coastal and marine resources, biodiversity and ecosystem functions. Poor qualities of air, water, food, housing, land etc. are common for the people in urban and industrial areas. Improved governance of local natural resources, rules of ownership and access to land and water, and participatory management regimes are important for rural communities and their long-term well-being and development.

As Pakistan's natural resource base has become increasingly depleted, it poses greater challenges for those seeking to use it sustainably or to ensure that environment protection and conservation efforts are successful. These constraints are going to be exacerbated by climate change impacts. There seems to be little recognition or consideration of these inherent constraints by the country's social and economic planners.

3. Strategies, including the proposed joint programme component

3.1 Background and Context

There is an opportunity for the UN to take a lead role in advocating and facilitating increased environmental and social safeguards in Pakistan's development, convening aid partners and enabling government planning and regulatory procedures to ensure that all economic and social development programmes take natural resources and their

sustainable use into account during their efforts to improve lives of the common Pakistani.

Under this Joint Programme Component (JPC), support would be provided to the government and key stakeholders to **strengthen its capacity and service delivery**, to better manage water resources, wetlands, water-sheds and forests through an integrated and participatory approach. Thus, support would be provided in the areas of policy formulation, development of local level plans, capacity building and by launching demonstration projects. The impact of climate change on natural resources would be studied and adaptation strategies would be developed. Given the need to conserve endangered species of plants, animals and birds, awareness raising activities would be undertaken and community based interventions would be encouraged. Market based approaches would be introduced to encourage communities to undertake conservation work in various agro-ecological zones. The threats posed by invasive alien species would be studied and this knowledge disseminated widely to minimize their adverse impacts. Another key area of work would relate to effective management of national parks and protected areas as well as signifying the importance of sustainable land management.

All of these activities are in line with the objectives of the National Environmental Policy, National Conservation Strategy, Draft National Forest Policy, Pakistan's Biodiversity Action Plan, National Action Programme to Combat Desertification, and other related policies of the Government of Pakistan. These activities also allow Pakistan to meet its obligations under Goal 7 of the MDGs and ensure better compliance with the Multilateral Environmental Agreements (MEAs) signed by Pakistan.

United Nations' support under this JPC would adopt an integrated and participatory approach while aligning it directly with the National Environment Policy, Medium Term Development Framework, National Perspective Plans, Vision 2030, National MDGs targets, United Nations Development Assistance Framework (UNDAF), Poverty Reduction Strategy Papers, national targeted programmes and provincial and district level plans and programmes to conserve natural resources sustainably.

The more cohesive One Programme and UN Country Team will be a more effective participant in **policy research, policy advisory, programme preparation, project implementation** and a more powerful advocate of UN policies and values in line with the national priorities of Government of Pakistan. Increased consistency and coherence of policy advocacy and advisory will enable the UN to speak with one voice and to create space for individual agencies to take a more proactive approach to agency-specific policy areas in line with the main objectives of the One UN.

These will be important as the UN increasingly delivers its support at the provinces and districts in program preparation and project implementation on a sustainable basis.

3.2 The Proposed Joint Programme Component

The principal guiding criteria for the One Programme implementation include:

- a) **Pro-Poor Focus.** Targeting the groups at the lower end of socio-economic indicator ranks, as well as those prone to specific environmental conditions and disaster risks.
- b) **Federal - Provincial Balance.** Balance the interests and expectations of Federal and Provincial Governments, as well as the emerging needs of the district tier in selecting specific tehsils or union councils for UN interventions. Furthermore, in the prevailing situation, security considerations will be paramount to ensure staff safety while "delivering as one".

- c) **Build on Past Experience.** Lessons learned from existing and past programs will guide the adoption of rational, harmonized and workable systems suited to Pakistan's conditions for delivery of impact.
- d) **Sustainability:** It will be ensured that future programmes/projects developed in line with the UN objectives and in accordance with national priorities of Government of Pakistan will contain inbuilt financial mechanisms for sustainability through pilots to become a showcase for reference/replication.
- e) Any project/programme undertaken may have baseline quantifiable indicators before hand for the future evaluation of the project.

Programme Vision: *"to provide an effective and sustained improvement in Integrated Natural Resource Management in Demonstration Regions towards the achievement of MDG7A and 7B."*

Objective: To "improve lives and living conditions in target regions through provision of area-based strategies for Integrated Water Resources Management (IWRM), adaptation to climate change, biodiversity conservation, natural resources management , and sustainable land management in demonstration regions of Pakistan.

Outcome: "Enhanced Natural Resources Management and their Sustainable Use in Pakistan"

3,3 Implementation Strategy

UN's support under this JPC would fully integrate the four cross-cutting themes of the UN Reform Process Delivering as One including human rights, gender, civil society and refugee. The implementation approach would follow the four roles (Advocate for international norms & standards, Adviser to Government, Convener of stakeholders and Provider of technical expertise for operational activities and capacity building) of UN Delivering as One.

The JPC-3 JP will adopt a bottom-up community driven participatory approach in all phases of programme implementation. It will emphasize on local level capacity development and empowerment, low cost but effective service delivery, and sustainable infrastructure and institutional development. It will also follow a comprehensive and systematic approach in designing interventions in the five interlinked focus areas — resource management plans, adaptation strategies and implementation, planning and advocacy, knowledge generation and management, and demonstration of best practices". As the key implementing strategy, the programme will focus on:

- Economically disadvantaged areas with added focus on refugees populations where applicable and special emphasis on women and children;
- Bottom-up community driven participatory development approach for implementing conservation models and sustainable use practices on representative landscapes;
- Conserving critical habitat and species in different eco-systems of the country through line departments and local communities;
- Establishing and enhancing community-based projects ownership and implementation;
- Alliance building and partnership for private sector and civil society engagement; and
- Awareness and Advocacy.

3,4 Outputs:

The following are the key programme outputs:

Output 1: Integrated Water Resources Management (IWRM) through area-based strategies

Key activities include creating enabling environment for sustainable management of Pakistan's wetland ecosystems; promotion of integrated watershed management with involvement of local communities; sustainable wetland conservation programme at four ecological zones as models for wetland conservation; national level case study on IWRM for World Water Report; and Protection and Management of critical watersheds.

Output 2: Climate Change Adaptation

Key activities include baseline studies to document climate change impacts on different sectors; studies on glacier lakes out-burst and its impact on vulnerable communities in Northern Areas; studies on climate change impacts on coastal zone of Balochistan; and demonstration activities to mitigate climate change and adaptation strategies and tools for the local communities that are dependent on natural resources

Output 3: Nature conservation, including enhanced protection of vulnerable and threatened habitats and species

Key activities include conservation & sustainable use of habitats and species in arid and semi arid ecosystem of Balochistan; conservation of juniper forests ecosystem; promotion of sustainable use of biodiversity through community conservation enterprises; enhancing knowledge and capacity to combat spread of Invasive Alien Species; strengthening of protected areas systems, and capacity building and awareness of stakeholders in nature conservation.

Output 4: Enhancing Sustainable Land Management (SLM) through community-based integrated management of natural resources

Key activities include create enabling environment for mainstreaming SLM practices; capacity building for SLM at national, provincial and local levels; mainstream SLM into land use planning at national, provincial and local levels; and pilot projects for demonstrating SLM practices through community-based interventions

4. Beneficiaries and Impacts

The primary and direct beneficiaries of the Integrated Water and Natural Resource Management (IWRM) Joint Programme are the communities, in particular women and children, of target geographic districts as prioritized by the JP on the basis of IWRM related indicators.

Duration: 2 years (2009-2010, with the possibility of going beyond 2010).

Estimated Budget: USD 6.2 Million

5. Results and Budgetary Framework

Please refer to Annex A for the results and budgetary framework, which is indicative and dependent on the contributions to be received.

6. Management and Coordination Arrangements

The overall Governing Structure for the One UN Programme in Pakistan is attached as **Annex B. The Annex has three sections describing the management structures for all three levels in detail.**

The Environment Joint Programme specific management structures are as follows:

- High Level Committee (HLC) at the One UN Programme level, and the Executive Committee as a subsidiary body of the HLC, with EAD as secretariat.
- One Joint Programme Steering Committee (JPSC) at the Joint Programme level, and the Joint Programme Finance Sub-Committee as a subsidiary level of the JPSC.
- One Convening Agent (CA) to assist the JPSC and to facilitate Programme implementation
- Five Task Forces (TF) at the Joint Programme Component level, representing the five Joint Programme Components (JPC) for Programme implementation, management and operations support

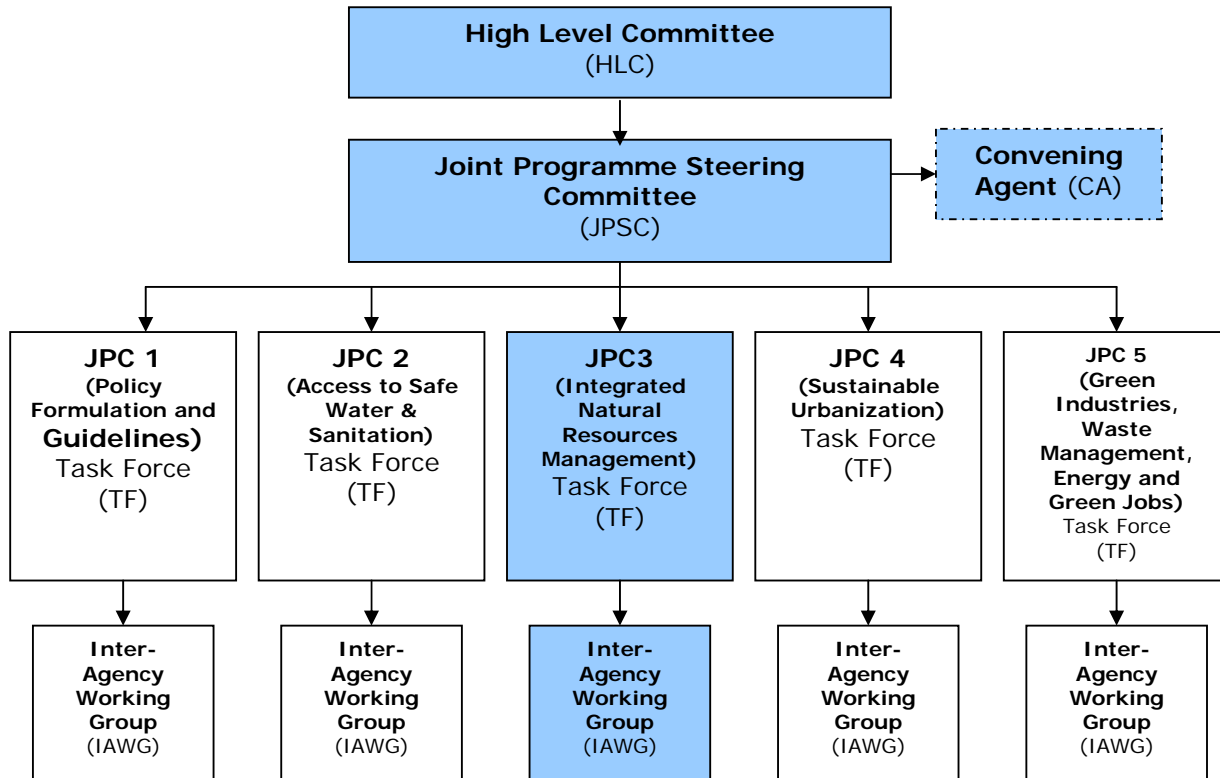
Composition of the various structures:

1. Joint Programme Steering Committee (JPSC):
 - Chair: Government
 - Co-Chair: UNDP/ UNICEF
 - One representative from each participating UN agency; FAO, ILO, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNIDO, WHO
 - One representative from each participating national partner; (to be identified and endorsed by JPSC)Observers by invitation; Donor representatives, civil society representatives and others. (to be identified and endorsed by JPSC)
2. Convening Agent (CA) at the JP level: UNDP/ UNICEF
3. Task Force (TF):
 - Chair: UNDP
 - Co-Chair: one federal level 'counterpart organisation' per JPC: (to be identified and endorsed by JPSC)
 - One representative from each participating UN agency in JPC3; FAO, UNEP, UNESCO
 - One representative from each participating national partner; (to be identified and endorsed by JPSC)
 - One representative from one civil society implementing partner; (to be identified and endorsed by JPSC)
4. Inter-Agency Working Group (IAWG):

To be convened as needed among the UN Participating Agencies

Management Structure of the Joint Programme on Environment:

At the FEDERAL LEVEL:



Provincial Implementation Committees (PICs):

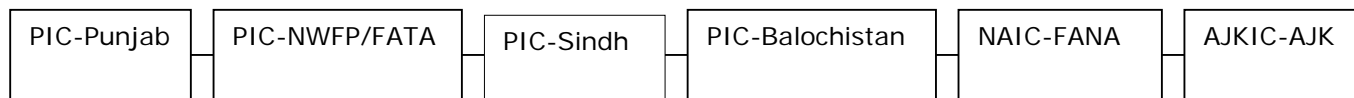
Six PICs would be established, one each in the 4 provinces (including FATA), AJK and Northern Areas. They would be co-chaired by the respective Additional Chief Secretary (Development) of the province/ territory, and representative of co-chairs of the Env. TWG. Members will include key partners active in the respective provinces giving due representation to all 5 JPCs. Key functions of a PIC would be to steer, implement and facilitate the JPE and all 5 JPCs in the respective provinces/ territories. Selection of the target district/ activity area could be undertaken by the PIC based on certain intervention criteria such as poverty; vulnerability; resource depletion rates, specific area needs, existing projects etc. The PIC will plan, develop, execute and monitor various project of various JPCs within its area of operation and will identify various initiatives to be undertaken at the provincial level to the respective Task Forces for endorsement by the JPSC. PICs will also be able to set-up sector specialist sub-groups to assist PICs in activity planning and development.

Composition of PIC (to be identified and endorsed by JPSC)

- Chair: ACS Planning and Development
- Co-Chair: One of the two UN co-chairs of the UN Environment Thematic Working Group, UNDP or UNICEF
- JPC Counterpart organisation at the provincial level
- One representative of the five JPC convening agency
- One representative of the other UN partners for the respective JPC

- Others

AT THE PROVINCIAL LEVEL:



7. Fund Management Arrangements

The Fund Management Administrative Arrangements for the One UN Programme in Pakistan are detailed in the overall Governing Structure, attached as *Annex B (section 4)*.

Budget execution of resources allocated to each Participating Agency remains under the purview of the Agency using its own financial rules and regulations. Earmarking by donors is allowed to the level of the Joint Programme and to the level of Joint Programme Component. Geographical earmarking by province is allowed. Agency-specific earmarking is discouraged; if the case arises, the concerned Participating Agency shall inform the UNCT, as stipulated in the UNCT code of conduct.

Contributions that are earmarked by a donor for one specific UN Participating Agency are not part of the Pakistan One Fund. Resources can be raised from donors, national partners, e.g. private sector and government authorities at the Federal and Provincial levels. In all resource mobilization efforts, preference shall be given to un-earmarked contributions.

Allocation of resources

Criteria for resource allocation are based on agreed priorities, and shall minimize subjective judgment. Decisions on the allocation of contributions down to the level of the Participating Agencies are as below;

If the contribution is un-earmarked i.e. it is for the One UN Programme, the Environment JPSC prepares an allocation plan between the Environment Joint Programme Components (JPC), based on agreed priorities and an analysis of the funding gap, for consideration of the Executive Committee on behalf of the High Level Committee (HLC). The Finance Sub-Committee will consolidate the gap analysis for the Executive Committee to consider allocation of funds to JPCs. For the preparation of such a plan, recommendations the Task Forces (TF) will besought.

If the contribution is earmarked to the Environment JP level, the JPSC endorses a Joint Programme resource allocation plan between the JPC, based on recommendations received from TWG Environment, Five TFs.

If the contribution is earmarked at the JPC level, the TFs prepare a JPC resource allocation plan between Participating Agencies, based on recommendations from the IAWG. The co-chairs of the respective TFs transmit the JPC resource allocation plan to the co-chairs of the Environment JPSC for onward transmission to the UN Resident Coordinator (UNRC) who instructs the Administrative Agent (AA) to carry out the pass-through transactions with no delay.

Allocation among Participating Agencies:

For the first 12 months the IAWG issues a recommendation to the TF of the relevant JPC guided by these criteria:

- Relevance of outputs to the agency's mandate, capacity and experience

- b. Relevance of proposed activities to the agreed outcomes and outputs
- c. Clarity and realism of budget, and coherence with proposed activities
- d. Availability of a sound annual work plan.

For subsequent allocations the criteria are:

- a. Results achieved i.e. measurable and evidence-based according to the approved Log Frame
- b. Rate of delivery i.e. moneys disbursed as reported through the Administrative Agent and reflected in the Budgetary Framework
- c. Quality and timeliness of reporting to the respective Convening Agent(s) and to the Administrative Agent.

For un-earmarked allocation between JPCs the criteria are:

- Logical sequencing between the outcomes of the JPC contributing to the achievement of the Environment Joint Programme outcomes.
- Activities contributing directly to the achievement of the Millennium Development Goals (MDGs) and other international norms and standards.
- Activities building on on-going or past activities to ensure continuity and long-term support. Activities covering issues overlooked in the past may also be considered.

Each Participating Agency shall report progress on the use of core, non-core, parallel funding and contributions received. Participating Agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility, in line with their established rules and regulations.

8. Monitoring, Evaluation and Reporting

Monitoring and evaluation of the Joint Programme aims at improving efficiency and effectiveness of programmatic outcomes, outputs and activities through establishing a rigorous assessment process/system to: a) establish clear and continuous mechanisms to assess the strength and weaknesses of interventions; b) continually identify policies and institutions that need to be improved or developed to prioritize programme intervention for the poorest and most socially disadvantaged groups; and c) strengthen the monitoring and evaluation capacities of national partners, will be developed.

An overall and detailed M&E framework will be developed as the first step of the implementation process. The M&E framework is based on a programmatic logical framework, developed by the Thematic Working Group (TWG) with inputs from the Resident Coordinator Office (RCO) and UN M&E Network under the overall guidance of UN *Country Team (UNCT)*. It consists of programmatic outcomes and outputs, respective indicators, targets, data sources and assumptions. The Joint Programme Component Logical Framework is provided as an Annex C.

Monitoring of Outputs

The overall M&E framework refers to the outcomes, and their underlying outputs. Measurable (quantitative and qualitative) indicators facilitate the monitoring of progress. The framework also provides suitable targets and baselines for each indicator. In many cases, baseline data for output indicators could not be obtained during the planning phase. It may be a prerequisite that the baseline indicators are established prior to a project implementation stage. However, where needed, baselines will be established before the implementation phase by undergoing rapid baseline surveys in focused geographical areas. *Dev-info* is the preferred database software to manage and disseminate information on respective indicators of programmatic outcomes and outputs. The database will be input baseline and target data for respective indicators, and will be

regularly (quarterly) updated regarding progress of output indicators at the level of Joint Program. *Resident Coordinator's Office*, with the help of *UN M&E Network*, will support the creation and training of staff in database. At the Joint Program level, the database will be managed and updated through the *Convening Agent* and the necessary feedback will be provided to the government on regular basis.

Progress on all output indicators will be regularly measured through quarterly and annual reviews. The primary responsibility for monitoring rests with the JPSC assisted by its Convening Agent, through specialized M&E and MIS expertise. Joint Programme Component Task Forces will support JPSC in monitoring the progress of outputs and activities and will facilitate overall monitoring of JP Component implementation. The task forces will meet on a quarterly basis to review progress and provide feedback to JPSC. Individual Participating UN Agencies will be involved in rigorous monitoring of activities in the field during the implementation. The participating agencies will use their existing M&E expertise or will acquire and strengthen such expertise to meet the challenge. The Executive committee and UNCT will exercise high-level overviews of the implementation of the One UN Programme on a yearly basis. As and when required, Thematic Working Groups, UN M&E network and Interagency Working Groups will extend technical support and facilitation.

Monitoring of Risks

During the monitoring process, special attention will be given to tracking the major risks and assumptions that may jeopardize the achievement of Joint Programme objectives including: a) insufficient capacity and resources from the Federal, Provincial and Local Governments to implement the strategic programmes supported by the Joint Programme, in particular, PRSP and MDTF; b) insufficient resource mobilization; c) the inability of duty-bearers to perform properly their functions; d) insufficient funding commitment from the donors to support the achievement of JP/JPC outcomes; e) insufficient collaboration among the Implementing Partners; f) insufficient engagement of vulnerable communities in the process of social change; g) insufficient compliance of the Private Sector with norms, standards and regulations; and h) insecure political and operational environment.

Evaluation of Outcomes

Outcomes of a Joint Programme will be measured in accordance with the measurable M&E framework. The Resident Coordinator Office, with the help and cooperation of UN M&E Network, will support the process.

Outcome assessment will consist of mid-term and final review of progress on each outcome indicator towards stipulated targets. JPSC facilitated by Resident Coordinator Office (RCO), will play a lead role in assessment of outcomes through annual outcome reviews. The JPSC or the JPC TFs may also commission small-scale surveys and case studies on selected subjects to assess results. The Executive committee and UNCT may also exercise high-level review of the outcome achievement status. The Resident Coordinator's Office will facilitate the overall outcome evaluation process.

In addition to the outcome assessments, the One Programme can be evaluated externally by independent evaluation missions. In line with the UN Reform Pilot's Evaluability Assessment, DOCO proposes two External Evaluation Missions during 2009/10 and 2010/11 to evaluate process results and evaluation of overall impact, respectively.

Reporting of Progress

Progress of programmatic outputs and activities will be assessed and reported against the stipulated targets, baselines and specifications. The progress reports will also reflect upon the processes, challenges and lessons learned. Tabulated reports, graphs and maps will be incorporated in the narrative progress reports.

Under the overall guidance of JPSC and UNCT, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations in the annual progress reporting exercise. Each Participating UN Organisation, will report on progress of outputs and activities to the Joint Programme Component Task Force. The Task Forces will submit the progress reports to the JPSC through the Convening Agent. Using those reports, each JPSC will provide the Administrative Agent with one Annual Narrative Progress Report. The report will give a summary of results and achievements compared to the stipulated targets of the Joint Programme. The Administrative Agent will prepare consolidated narrative reports, based on the above-mentioned inputs, and send them to the Resident Coordinator for review and onward submission to the UNCT, Executive Committee and to each donor that has contributed to the Joint Programme in accordance with the timetable established in the Administrative Arrangement.

9. Legal Context or Basis of Relationship

The table below provides the legal context under which Environment Joint Programme implementing UN agencies operate in Pakistan.

Basis of Relationship

Table 1 below specifies what cooperation or assistance agreements form the legal basis for the relationships between the Government and each of the UN organizations participating in this joint programme.

Participating UN organization	Agreement
UNDP UNEP	The legal context for this group of UN entities and their projects in Pakistan is established by two major agreements: 1) The Convention on the Privileges and Immunities of the United Nations, given affect by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to 16 June, 1948; and 2) The agreement between the Government of the Islamic Republic of Pakistan and the UN Special Fund, signed on 25th February 1960.
FAO	Standard Basic Assistance Agreement between the Government of the Islamic Republic of Pakistan and the Food and Agriculture Organization of the United Nations was signed on July 2, 1956.
UNESCO	Letter of Understanding Between the Government of the Islamic Republic of Pakistan and the United Nations Educational, Scientific and Cultural Organization was signed on July 4, 1967

Annex A: Results and Budgetary Framework
Joint programme Component (JPC3) : Integrated Natural Resource Management in
Demonstration Regions

Output	Activity	Participating Agencies	Implementing Partners	Budgetary Requirements for Outputs		
				Y1	Y2	Total
3.1: Preparation and implementation of area-based strategies for Integrated Water Resources Management (IWRM)	Create enabling environment for sustainable management of Pakistan's wetland ecosystems	UNDP/ FAO/ UNECSO	EU, RNE, GoP, WWF, provincial governments & CBOs, GoP, Provincial & District Govts., CBOs,	100,000	20,000	120,000
	Promote integrated watershed management with the involvement of local communities			20,000	225,000	245,000
	Implement sustainable wetland conservation programme at four ecological zones that will serve as a model for wetland conservation in Pakistan			1,000,000	1,075,000	2,075,000
	Conduct a national level case study on Integrated Water Resources Management (IWRM) for World Water Report			50,000	100,000	150,000
	Protection and Management of critical watersheds (including biodiversity conservation)			3,000	5,000	8,000
	Protection and Management of critical watersheds (including biodiversity conservation)			30,000	5,000	35,000
	Participatory Forest Management			40,000	5,000	45,000
	Social and Farm Forestry			40,000	2,500	42,500

3.2 Climate Change Adaptation	2.1: Conduct baseline studies to document climate change impacts on different sectors	UNDP/ FAO	WMO, GCISC, Met Dept., NARC, GCISC, Met Dept., IUCN, NAs Admin. AKDN, and CBOS, GoP, GoB, and WWF,	100,000	50,000	150,000
	2.2: Conduct studies on glacier lakes outburst and its impact on vulnerable communities in Northern Areas			100,000	100,000	200,000
	2.3: Conduct study on climate change impacts on coastal zone of Balochistan			25,000	25,000	50,000
	Prepare and implement area based strategies adapted to climate change			10,000	20,000	30,000
3.3 Nature conservation, including protection of vulnerable and threatened habitats/ species	Conservation & sustainable use of habitats and species in arid and semi arid ecosystem of Balochistan	UNDP/UNESCO/ FAO	GoB, SUSG and CBOs, GEF, IUCN, Line Agencies, and CBOs, GoP, Provincial Govts., NGOs, World Bank, IUCN, NARC, WWF	210,000	150,000	360,000
	Conserve juniper forests ecosystem and modify production systems to make it biodiversity friendly			115,000	150,000	265,000
	Promote sustainable use of biodiversity components through establishment and mainstreaming community conservation enterprises			50,000	450,000	500,000
	Enhance knowledge and capacity to combat spread of Invasive Alien Species in Pakistan			20,000	350,000	370,000
	Strengthen protected areas system for conservation of biodiversity in Pakistan			35,000	80,000	115,000

	Conservation & sustainable use of natural resources and in geo Parks			250,000	150,000	400,000
	Create awareness by holding stakeholders workshops and writing Letter of Agreement (LOA) with the identified partners.			12,000	3,000	15,000
3.4 Enhancing Sustainable Land Management (SLM) through community-based integrated management of natural resources	Create enabling environment for mainstreaming SLM practices (budgeted under JPC1)	UNDP/UNEP/FAO	GoP, provincial Govts., District Govts., NGOs, and CBOs, & NGOs	-	-	-
	Enhance capacity for SLM at national, provincial and local levels			30,000	30,000	60,000
	Launch pilot projects for demonstrating SLM practices through community-based interventions			270,000	400,000	670,000
	1. Conduct survey to assess overall productivity and the prevailing trend and condition of pasture and rangelands. 2. Conduct survey to identify the extent of land degradation in the targeted region. 3. Construct water harvesting structures			15,000	3,000	18,000
	LD and SLM assessment and monitoring system			-	250,000	250,000
Total				2,525,000	3,648,500	6,173,500

ANNEX B:

ONE UN PROGRAMME IN PAKISTAN – OVERALL GOVERNING STRUCTURE

Pakistan is one of the eight countries in which the UN Country Teams are piloting “delivering as one” initiatives. An important component of that UN Reform effort is the “One UN Programme” that comprises the Joint Programmes and Joint Programme Components through which the Participating UN Organizations will contribute to Pakistan’s socio-economic development.

The following is a succinct description of the governance structure formulated through broad discussions within the UN Country Team, as well as those with national and international stakeholders. UNCT is likely to review this governance arrangement to bring it in compliance with changes due to such factors as the possibility of new UN entities establishing representation in Pakistan, the experimental nature of piloting, the evolving national priorities and the extent of resource mobilization against the resource gaps.

At the overall UN Reform Pilot level, the highest governance body is the **High Level Committee on UN Reform in Pakistan**, established in early 2007. It is the supreme body that brings together Government, UN and development partners. The High Level Committee oversees all aspects of the reform experience in Pakistan, monitoring of its progress, and fine tuning to enhance aid effectiveness. It is chaired by the Prime Minister or his/her representative and consists of main line agencies at the federal level, provincial governments and selected donor representatives, meeting periodically. The High Level Committee determines the programmatic areas of the One Programme Document.

This document focuses on the One UN programme and summarizes the management arrangements at three inter-related levels:

- 1) One UN Programme;
- 2) Joint Programmes; and
- 3) Joint Programme Components

as well as the common instrument for all three, the Pakistan One Fund.

1. One UN Programme

The **One UN Programme** in Pakistan consists of a set of UN joint programmatic interventions planned for the period 2009 to 2010, the initial period of “delivering as one” in Pakistan. During that period, it is expected that about 80% of the resources available with the UN family will be devoted to joint programmes.

The One UN Programme plus the stand-alone interventions of individual UN agencies form the revised UNDAF (United Nations Development Assistance Framework), which is the result of a detailed process of review of the current development context, MDG prioritization, stakeholder analysis and SWOT analysis.

The One UN Programme Document provides details on the joint programmes, the results and resources framework, management arrangements, overall budget and monitoring and evaluation mechanisms.

At the One UN Programme level, there will be two decision-making/advisory bodies:

- Within the UN system in Pakistan, the **United Nations Country Team (UNCT)** consisting of the heads of all agencies, funds and programmes represented in Pakistan is the inter-agency coordination and decision-making body, led by the Resident Coordinator. Within One UN Programme context, the main purpose of UNCT is to plan, implement, monitor, fine tune and ensure the delivery of tangible results in support of the development agenda of Pakistan.

- Under the High Level Committee (HLC), as its subsidiary body, there will be an **Executive Committee for One UN Programme**, which will normally meet quarterly, to focus on the One UN Programme. Representing the broad constituency of the High Level Committee, the Executive Committee will consist of the Secretary of the Economic Affairs Division (EAD) as Chair, the Resident Coordinator and one donor representing the donor community. Its principal duties are as follows:
 - a) Regarding the *un-earmarked contributions* at the One Program level, it decides on their allocation to one or more Joint Programs in consultation with Line Ministries, national partners, donors and the UNCT.
 - b) In addition, it endorses *allocations to the various Joint Programme Components* within a Joint Programme, based on recommendations and inputs of the respective Joint Programme Steering Committee.
 - c) It initiates the *transfer of funds* to Participating UN Organizations through the Resident Coordinator and the Administrative Agent, based on the recommendations of the JPC Task Forces.
 - d) It receives, and forwards to the High Level Committee, with appropriate comments, *consolidated narrative and financial reports* as well as the *certified financial statements*.
 - e) It exercises high-level overview of the implementation of the One UN Programme, providing guidance and facilitation, as appropriate.

2. Joint Programmes (JPs)

As constituent elements of the One Programme, five Joint Programmes are being developed (Agriculture, Rural Development and Poverty; Health and Population; Education; Environment; and Disaster Risk Management). The Joint Programme Documents provide details on the various joint programme components, the results and resources framework, management arrangements, JP budget, and monitoring and evaluation mechanisms. The JP Documents are expected to be finalized by end-November 2008.

At Joint Programme level, there will also be three bodies that offer guidance:

- A **Joint Programme Steering Committee (JPSC)** will provide strategic guidance for implementation of the Joint Programme. Each JP, aside from fully addressing the issues within its substantive coverage, also integrates four cross-cutting issues (refugees, human rights, civil society engagement and gender). A Joint Programme Steering Committee will be co-chaired by a Government representative at the level of Federal Secretary (or equivalent) and by a UNCT member (representing the UNCT). The co-Chairmanship in a Joint Programme Steering Committee will not imply any charges to the JP budget. A JPSC includes one representative from each participating UN organization and one representative from each participating national partner. In addition, observers by invitation could include up to two representatives of donors, civil society and other partners as suitable. The JPSCs will normally meet every two months and, inter alia, will
 - a) review and recommend for approval JP documents prepared by the TWGs;
 - b) approve prioritisation of outcomes/outputs, work plans and prioritised resource allocation as required at the JP and Joint Programme Component (JPC) levels;
 - c) oversee advancement of implementation of JPs and make changes if required at the JP levels; and
 - d) review and approve financial progress and standard progress reports at the JP level.
- A JPSC, through its subsidiary **JP Finance Sub-Committee**, (consisting of the two Co-Chairs of the JPSC and the TWG Co-Chairs) and based on recommendations of the relevant Thematic Working Group, will take note of donor contributions earmarked to its Joint Programme and make recommendations to the Executive Committee on the allocation of funds to each Joint Programme Component.
 - a) If the Executive Committee endorses the recommended allocation, JPSC communicates this to the Participating Organizations in that JPC.

- b) If the Executive Committee does not endorse the recommended allocation, it will ask the JPSC to review its recommendation, based on its comments, and re-submit.
- **Thematic Working Groups (TWGs)** were formed early in the piloting process to coordinate the formulation of the JPs. TWGs consist of representatives of the UN entities that participate in the JP, and will remain ready to provide substantive guidance to concerned JPs, ensuring that “delivering as one” happens.

Each JP will have a **UN Convening Agent** to facilitate coordinated programme and financial implementation. Its selection will be based on a comparative advantage and capacity assessment of the interested agencies. A Convening Agent

- a) acts as the secretariat for the JPSC;
- b) facilitates overall programme and financial implementation;
- c) provides inputs to JPSC on the objective application of resource allocation criteria;
- d) promotes synergies across the thematic area and the cross-cutting themes;
- e) prepares and consolidates standard progress reports at the JP level for submission to the UNCT and the AA, while drawing technical assistance from the AA.

3. Joint Programme Components (JPCs)

Joint Programmes are formed of several distinct **Joint Programme Components (JPCs)**. Each JPC is articulated in a document containing the results and resources framework, management arrangements, and budget plus monitoring and evaluation mechanisms.

At JPC level, there will be two bodies for guidance:

- Each JPC will be managed by a **Task Force** which is responsible for joint implementation and promotion of synergies at the JPC level among UN and other participants. Each Task Force will be co-chaired by a Government representative and a UNCT member. Its membership will consist of one representative of each Participating UN Organization and participating national partner (including relevant CSO implementing partners). A Task Force will normally meet every month
 - a) to facilitate the *preparation of annual work plans and associated budgets* at the JP Component level as submitted by the Participating Agencies and ensure conformity with the JP document;
 - b) make recommendations on resource allocation to Participating UN Organizations within the JPC, based on the funds made available to the JPC by the JPSC, and submit them for approval to the JPSC Finance Sub-Committee.
 - c) facilitate overall performance and monitoring of JP Component implementation and make changes if required;
 - d) oversee the *preparation of standard progress reports and financial progress reports* for submission to the JPSC and review and approve financial progress reports and standard progress reports at the JP Component levels for submission to the JPSC; and
- Based on the complexity of a particular JPC, it might be desirable to constitute an **Inter-Agency Working Group** to support the JPC implementation and ensure a strong “UN delivering as one” dimension. It would consist of representatives of the Participating UN Organizations in that JPC.

Based on the complexity of a JPC, the partners involved in that JPC may decide to have a **UN Convening Agent**. It

- a) facilitates the planning and review of annual work plans;
- b) promotes synergies across the JPC activities and with all cross cutting themes;
- c) facilitates overall progress of programmatic and financial implementation of the UN participating entities;

- d) provides inputs to the JPC Task Force on the application of the resource allocation criteria; and
- e) prepares and consolidates standard progress reports at the JPC level for submission to the JPSC, drawing on technical assistance from the AA.

4. Pakistan One Fund

The Pakistan One Fund will facilitate and streamline the donor resources directed to the One UN Programme, as well as to simplify substantive and financial reporting. As such, the Pakistan One Fund is a major vehicle for resources mobilization from donors to support the unfunded portions of the One UN Programme and to facilitate the funding of any new initiatives within the context of the One UN Programme.

UNCT has designated UNDP as the **Administrative Agent (AA)** that will administer the Pakistan One Fund for the duration of the One UN Programme, which at present is for the period 2008 - 2010. UNDP will administer the fund in accordance with the UNDP Regulations and Rules. The Memorandum of Understanding signed on 17 June 2008 by all UN Participating Organizations describes in detail the Pakistan One Fund and the role/responsibilities of the Administrative Agent.

The responsibilities of the Administrative Agent include:

- a) *Receipt, administration and management of contributions* from Donors;
- b) *Disbursement of funds to the Participating UN Organisations*, in accordance with the instructions of the Resident Coordinator, on behalf of the HLC Finance Sub-Committee.
- c) Provide support to the JPSCs and the JPC Task Forces in their reporting functions, as mutually agreed by the respective parties; and
- d) *Compilation of consolidated narrative and financial reports* on Pakistan One Fund to the Executive Committee, UNCT, donors and partners. Participating UN Organizations are responsible for preparing and submitting the reports based on the UNDG standard narrative reports and financial reports to the Administrative Agent in accordance with the reporting schedule specified below, and in the case of narrative reports through their respective JPC Task Forces and JPSCs. In this, the Convening Agents at the JP and JPC levels will support the Participating UN Organizations, which will report on the specific JP/JPC activities they are responsible for and the related funds they have received.

In terms of reporting, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations as follows:

- Through the Convening Agent, each Participating UN Organization will provide the Administrative Agent with the following financial statements and reports at the One Programme, JP or JPC level, as applicable, using the standard formats approved by the UNCT:
 - (a) *Annual financial statements and reports* for the period up to 31 December of that year with respect to the funds disbursed to it from the Pakistan One Fund, to be provided no later than 30 April of the following year; and
 - (b) *Certified final financial statements and final financial reports* from the Participating UN Organizations after the completion of the Programme and including the final year of the Programme, to be provided no later than 30 June of the year following the financial closing of the Programme.
- In addition and again through the Convening Agents, Participating UN Organizations will report to the JPC Task Force, using standard formats approved by the UNCT. Using those reports, each Joint Programme Steering Committee (through the JP Convening Agent, as applicable) will provide the Administrative Agent with the following:

- (a) JP Annual Narrative Progress Report for that year, no later than 31 March of the following year; and
- (b) JP Final Narrative Report, no later than 30 April of the year following the financial closing of the JP. The final report will give a summary of results and achievements compared to the goals and objectives of the Joint Programme.

The Administrative Agent will prepare *consolidated narrative and financial reports*, based on the above-mentioned reports, and send them to the Resident Coordinator for onward submission to the UNCT, Executive Committee for One UN Programme and to each donor that has contributed to the Pakistan One Fund, in accordance with the timetable established in the Administrative Arrangement.

The Administrative Agent will also provide the following *financial statements* to the Resident Coordinator for onwards submission to the UNCT, Executive Committee for One UN Programme, Donors and Participating UN Organizations:

- (a) *Certified annual financial statement* for the year ("Source and Use of Funds") by 31 May of the following year; and
- (b) *Certified final financial statement* ("Source and Use of Funds") to be provided no later 31 July of the year following the financial closing of the Pakistan One Fund.

ANNEX C:

Joint Programme Component Logical Framework

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>		<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 3: Integrated Natural Resource Management in Demonstration Regions				
<p>Outcome:</p> <p>Integrated Natural Resource Management in Demonstration Regions towards the achievement of MDG7A and 7B</p>	<p>Indicator:</p> <p>Proportion of land area in demonstration regions managed under sustainable use regimes</p>	<p>Target:</p> <p>% of land area being managed sustainability</p>		
<p><u>Outputs:</u></p> <p>Preparation and implementation of area-based strategies for:</p> <p>1. Integrated water and natural resources management;</p>	<ul style="list-style-type: none"> • No. of demonstration projects set up and strategy plans completed. • No. of initiatives for capacity development in Integrated water and Natural Resource Management (IWNRM) completed at national and decentralized levels • Implementation of sustainable conservation initiatives at four representative wetlands sites. • A nation-wide awareness campaign designed and implemented for Integrated water and Natural Resource Management (IWNRM). 	<ul style="list-style-type: none"> • 4 demonstration regions adopt sustainable conservation models 	<ul style="list-style-type: none"> • Progress reports • Implementation Plans 	<ul style="list-style-type: none"> • Accessibility to the field in not hampered due to security
<p>2. Climate change adaptation;</p>	<ul style="list-style-type: none"> • No of baseline studies completed to document impact of climate change in different sectors. • Number of initiatives including marginalized communities, implemented to respond to the climate change in demonstration regions 	<ul style="list-style-type: none"> • Vulnerability assessment report available. • Two geographical areas covered with climate change adaptations models 	<ul style="list-style-type: none"> • Assessment reports • Progress reports 	

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 3: Integrated Natural Resource Management in Demonstration Regions			
	<ul style="list-style-type: none"> Geographical focused climate change impact and adaptation study conducted such as, coastal and mountain regions. Vulnerability studies of climate change patterns completed. 		
3. Nature conservation, including protection of vulnerable and threatened habitats/species	<ul style="list-style-type: none"> No. of community groups including women and refugees (where applicable), engaged in promoting, natural resource management, biodiversity conservation and conservation agriculture. Number of conservation/ sustainable use initiatives contribute to the actions proposed in the National Biodiversity Action Plan No. of management plans developed and implemented for critical ecosystems. Number potential Natural World Heritage Sites verified in target areas. % of land area and number of community groups including women's groups and CSOs involved in biodiversity conservation, sustainable use and NRM. 	<ul style="list-style-type: none"> 3 projects under implementation for nature conservation and protection of vulnerable and threatened habitat/Species 	<ul style="list-style-type: none"> Project reports
5. Enhancing Sustainable Land Management Through Community-Based integrated management of Natural Resources	<ul style="list-style-type: none"> Number of demonstration sites established for sustainable land management practices. An assessment and monitoring system developed 	<ul style="list-style-type: none"> 4 demonstration sites implementing sustainable land management 	<ul style="list-style-type: none"> Progress reports

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 3: Integrated Natural Resource Management in Demonstration Regions			
		practices.	

ANNEX D: ACRONYMS

CA	Convening Agent
FAO	Food and Agriculture Organization
IAWG	Inter Agency Working Group
IWRM	Integrated Water and Natural Resource Management
JP	Joint Programme
JPC	Joint programme Component
JPSC	Joint programme Steering Committee
TF	Task Force
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Science and Culture Organization

JOINT PROGRAMME on ENVIRONMENT

Country: Pakistan

Joint Programme Component 4:

Sustainable Urbanization in Eight Secondary Cities

Joint Programme Component Outcome:

Urban actors having a better understanding of critical urban issues affecting slum dwellers and urban poor in cities including urban issues related to climate change

Programme Duration: **2 Years**

Anticipated start day: **1st January, 2009**

Anticipated end day: **31st December, 2010**

Fund Management Option: **Pass-through**

Administrative Agent: **UNDP**

Total estimated budget*: **USD 9,536,000**

Out of which:

1. Funded Budget: **USD 1,750,000**

2. Unfunded budget: **USD 7,786,000**

* Total estimated budget includes both programme costs and indirect support costs

Table of Contents

1. Signature Page	3
2. Situation Analysis	4
3. Strategies, including the proposed joint programme component	4
4. Beneficiaries and Impacts	7
5. Results and Budgetary Framework	7
6. Management and Coordination Arrangements	7
7. Fund Management Arrangements	9
8. Monitoring, Evaluation and Reporting	10
9. Legal Context or Basis of relationship	12
10. Proposed Secondary Cities	13
Annexes	
A. Results and Budgetary Framework	16
B. Governance Structure of One UN Pakistan	17
C. Joint Programme Component 4 Framework	22
D. Acronyms	24

1. Signature Page



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Dr Khalif Bile Mohamud
Representative, WHO

18 December, 2008

Date

2. Situation Analysis

Pakistan is the seventh largest country in the world and is now also considered as the most rapidly urbanizing country in Asia according to the World Bank's Pakistan Strategic Country Environmental Assessment 2006. This rapid pace of rural people moving into cities has brought in its wake a series of environmental issues due to the traditional ad-hoc and top-down approach of planning and implementing large scale urban projects, which exacerbate environmental problems, rather than addressing them holistically and integrating environmental concerns with other urban issues.

Urban management is a major issue in the country and a plethora of ministries, departments, agencies, armed forces' institutions and autonomous bodies seem to have responsibility for the management of urban areas and provision of services therein. Most of these organisations and their staff lack basic skills to plan and manage the cities of Pakistan. All of this happens in the absence of any master plans and coordinated strategies among these entities leading to chaos and haphazard development. Thus, urban slums and under-serviced urban areas abound all across the country. The quality of services is worse in smaller cities and towns while even the larger cities face severe problems such as the frequent breakdown of basic urban services such as water supply, sewerage, roads etc. Thus, it is no surprise that only 1% of wastewater is treated and only 50% of solid waste is collected in major cities while the rest is left on the streets causing severe problems for the locals. Similarly, almost 55% of poor urban dwellers have no access to piped water.

Inadequate housing remains a major issue for most urban dwellers but lack of control over land mafias and developers has raised the cost of simple housing units beyond the reach of most Pakistanis. There is a shortfall of more than five million housing units in Pakistan. The poor have limited access to adequate building materials and skilled workmanship resulting in poor quality of housing that is badly ventilated and suffers from structural weaknesses. As a consequence of poor building quality, there is usually an increased threat of damage due to natural disasters as was evident during the October 2005 earthquake.

The level of air pollution in Pakistan's large cities is estimated to be 20 percent higher than international standards. The traditional greenbelts in cities and roadside greenery have all disappeared and desertification has become all too visible. The burning of fossil fuel, coal, gas and oil releases carbon-dioxide (CO₂) into the atmosphere is contributing to global warming. Most of this fuel is used in urban areas in factories, vehicles and air-conditioning of buildings.

Little attention is being paid at the Federal and Provincial levels to issues related to urban environment. This is despite the negative trends in urban areas and their impacts, in particular, on the poorest and most vulnerable sections of society. Relatively neglected areas are solid and hospital waste management, environmental education, urban environment and development. Similarly, activities to address air quality issues, noise pollution, use of hazardous chemicals, climate change mitigation and adaptation, prevalence of ozone-depleting substances and bio-security and quarantine are few and usually under-resourced.

3. Strategies, including the proposed joint programme component

3.1 Background and Context

Lack of reliable and useful data on urban areas of Pakistan is a major impediment to better planning and management. Thus a "Pakistan State of the Cities Report" and "Urban Profiles", focusing on 8 secondary cities, would be produced to fill this knowledge gap. Following this, well equipped Urban Observatories would be set up in each city with trained staff to monitor trends in

urban development over a period of time. Awareness raising events would be held for city dwellers and impacts of climate change on cities would be explored. In addition, the presence of various pollutants in the urban environment would be studied and mitigation strategies will be proposed.

Given that unplanned growth is rampant in all cities of Pakistan, in each of the 8 secondary cities, one informal settlement would be selected for up-gradation and plans would be prepared for this purpose. At least seven demonstrative projects would be launched in each of these informal settlements to improve the level of basic services.

Chaotic traffic and ill planned transport systems are another hallmark of cities in Pakistan. This Joint Programme Component (JPC) will also focus on reviewing the variety of transport related policies and preparing a one National Urban Transport Policy. Going beyond policy, at least 4 pilots would be implemented to demonstrate the benefits of sustainable transport systems.

All of these activities are in line with the objectives of the National Environmental Policy, National Conservation Strategy, National Housing Policy, National Transport Policy and other related policies of the government of Pakistan and other tiers of the government. These activities also allow Pakistan to meet its obligations under the Millennium Development Goals (MDGs) and ensure better compliance.

United Nations' support under this JPC would help the Government to ***strengthen its capacity and service delivery***, and adopt a rights-based approach while being aligned directly with the National Environment Policy, National Perspective Plans, Vision 2030, National MDGs targets, the Medium Term Development Framework, United Nations Development Assistance Framework (UNDAF), Poverty Reduction Strategy Papers, national targeted programmes and provincial and district level plans and programmes to preserve natural resources sustainably.

The more cohesive One Programme and UN Country Team will be a more effective participant in ***policy research, policy advisory, programme preparation, project implementation*** and a more powerful advocate of UN policies and values in line with the national priorities of Government of Pakistan. Increased consistency and coherence of policy advocacy and advisory will enable the UN to speak with one voice and to create space for individual agencies to take a more proactive approach to agency-specific policy areas in line with the main objectives of the One UN.

These will be important as the UN increasingly delivers its support at the provinces and districts in program preparation and project implementation on a sustainable basis.

3.2 The Proposed Joint Programme Component

The principal guiding criteria for the One Programme implementation include:

- a) **Pro-Poor Focus.** Targeting the groups at the lower end of socio-economic indicator ranks, as well as those prone to specific environmental conditions and disaster risks.
- b) **Federal - Provincial Balance.** Balance the interests and expectations of Federal and Provincial Governments, as well as the emerging needs of the district tier in selecting specific tehsils or union councils for UN interventions. Furthermore, in the prevailing situation, security considerations will be paramount to ensure staff safety while "delivering as one".
- c) **Build on Past Experience.** Lessons learned from existing and past programs will guide the adoption of rational, harmonized and workable systems suited to Pakistan's conditions for delivery of impact.
- d) **Sustainability:** It will be ensured that future programmes/projects developed in line with the UN objectives and in accordance with national priorities of Government of Pakistan will contain inbuilt financial mechanisms for sustainability through pilots to become a showcase for reference/replication.

- e) Any project/programme undertaken may have baseline quantifiable indicators before hand for the future evaluation of the project.

Programme Vision to *“build capacity to provide an effective and sustained improvement in urban poor living conditions, including urban issues relating to climate change (as a contribution to achieving MDG7D)”*

Objective: To “improve lives and living conditions in urban slums through provision of integrated development plans, better land management, security of tenure, and provision of basic services for reduction in urban poor vulnerability in selected secondary cities of Pakistan”

Outcome: “Urban actors having a better understanding of critical urban issues affecting slum dwellers and urban poor in cities including urban issues related to climate change”

3.3 Implementation Strategy

UN's support under this JPC would fully integrate the four crosscutting themes of the UN Reform Process Delivering as One including human rights, gender, civil society and refugee. The implementation approach would follow the four roles (Advocate for international norms & standards, Adviser to Government, Convener of stakeholders and Provider of technical expertise for operational activities and capacity building) of UN Delivering as One.

The JPC-4 will adopt a bottom-up community driven participatory approach in all phases of project implementation. It will emphasize on local level capacity development and empowerment, low cost but effective service delivery, and sustainable infrastructure and institutional development. It will also follow a comprehensive and systematic approach in designing interventions in the five interlinked focus areas — ‘planning process, information profiles, advocacy, service provision, legal support, and demonstration of concept’ . As the key implementing strategy, the programme will focus on:

- Urban settlements and slums with special emphasis on women and children;
- Bottom-up community driven participatory development approach for service delivery;
- Improvement in urban mobility with policies intervention and implementation of demonstration models
- Establishing and enhancing community-based project monitoring
- Alliance building and partnership;
- Advocacy;
- Capacity building of partners.

3.4 Outputs

The following are the key programme outputs

Output 1: Improved Baseline (Pakistan State of the Cities Report and Urban Profiles) on critical urban issues including issues relating to climate change

Key activities include, preparation of Urban Profiles on critical urban issues affecting urban poor including, but not limited to: demographic trends, urban governance, services, infrastructure, household economy, housing, green coverage, rural-urban migration, land tenure, water, domestic waste, energy consumption, culture, deforestation and climate change; setting up of “urban observatories” for ongoing data collection and monitoring of urban indicators; city consultations and awareness events especially targeting women and vulnerable groups.

Output 2: Improved mechanisms in selected cities for participatory urban environment planning and management

Key activities include development of integrated informal settlement's upgrading strategies; development of community action plan with identification of priority actions; development of implementation guidelines and mechanisms for informal settlements context, and setting up of operational planning and management units.

Output 3: Improved urban indicators of slum dwellers and urban poor in selected cities through good practices and demonstrations

Key activities include implementation of demonstrative projects for upgrading informal settlements in the targeted secondary cities. Demonstrative projects will include services such as water, sanitation, land tenure, infrastructure, domestic waste, energy saving, etc.; consolidation of existing national transport policies into a national urban transport strategy; Planning, design and implementation of a bus rapid transit corridor between Islamabad and Rawalpindi, and capacity development and awareness on sustainable national transport.

4. Beneficiaries and Impacts

The primary and direct beneficiaries of the Sustainable Urbanization Joint Programme are the communities, in particular women and children, of target geographic districts as prioritized by the JP on the basis of urban development related indicators.

Duration: 2 years (2009-2010, with the possibility of going beyond 2010).

Estimated Budget: USD 9.5 Million

5. Results and Budgetary Framework

Please refer to Annex A for the results and budgetary framework, which is indicative and dependent on the contributions to be received.

6. Management and Coordination Arrangements

The overall Governing Structure for the One UN Programme in Pakistan is attached as **Annex B. The Annex has three sections describing the management structures for all three levels in detail.**

The Environment Joint Programme specific management structures are as follows:

- High Level Committee (HLC) at the One UN Programme level, and the Executive Committee as a subsidiary body of the HLC, with EAD as secretariat.
- One Joint Programme Steering Committee (JPSC) at the Joint Programme level, and the Joint Programme Finance Sub-Committee as a subsidiary level of the JPSC.
- One Convening Agent (CA) to assist the JPSC and to facilitate Programme implementation
- Five Task Forces (TF) at the Joint Programme Component level, representing the five Joint Programme Components (JPC) for Programme implementation, management and operations support

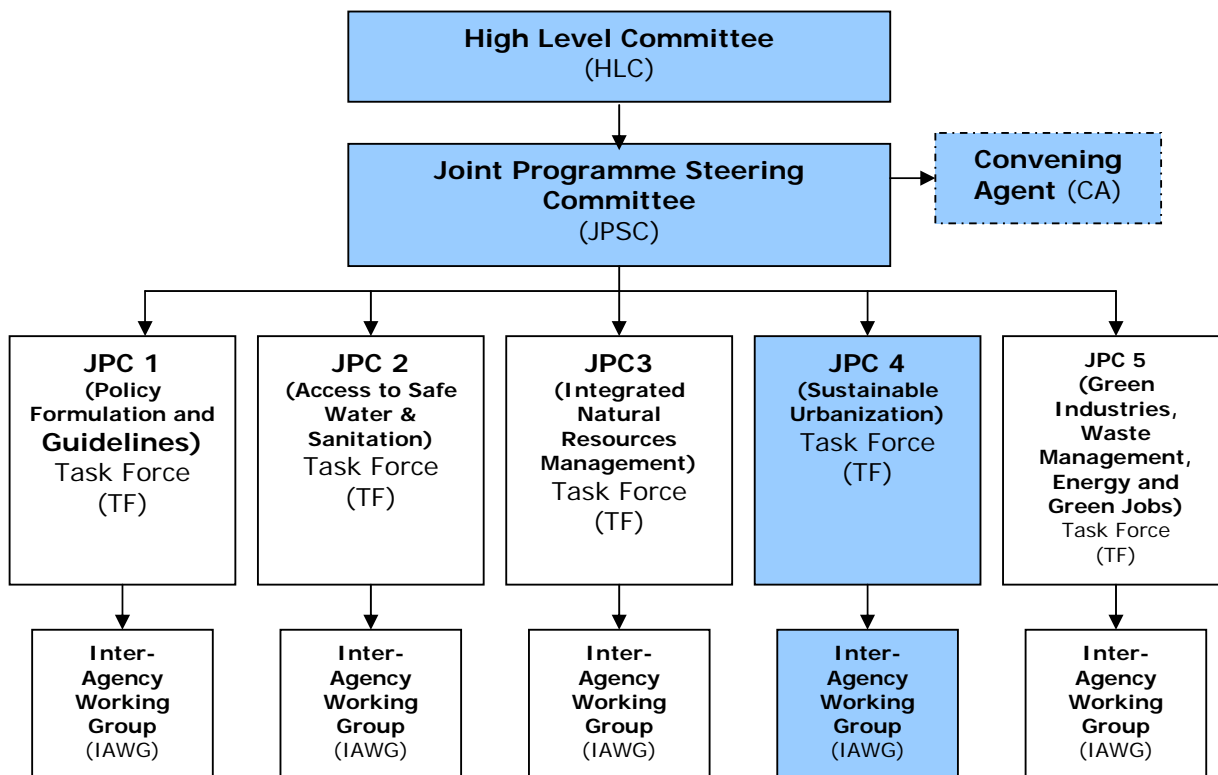
Composition of the various structures:

1. Joint Programme Steering Committee (JPSC):
 - Chair: Government
 - Co-Chair: UNDP/ UNICEF
 - One representative from each participating UN agency; FAO, ILO, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNIDO, WHO

- One representative from each participating national partner; (to be identified and endorsed by JPSC)
 - Observers by invitation; Donor representatives, civil society representatives and others. (to be identified and endorsed by JPSC)
2. Convening Agent (CA) at the JP level: UNDP/ UNICEF
 3. Task Forces (TF):
 - Chair: UN-HABITAT
 - Co-Chair: one federal level 'counterpart organisation' per JPC: (to be identified and endorsed by JPSC)
 - One representative from each participating UN agency in JPC4; UNDP, FAO, UNESCO, UNFPA.
 - One representative from each participating national partner; (to be identified and endorsed by JPSC)
 - One representative from one civil society implementing partner; (to be identified and endorsed by JPSC)
 4. Inter-Agency Working Group (IAWG):
To be convened as needed among the UN Participating Agencies

Management Structure of the Joint Programme on Environment:

At the FEDERAL LEVEL:



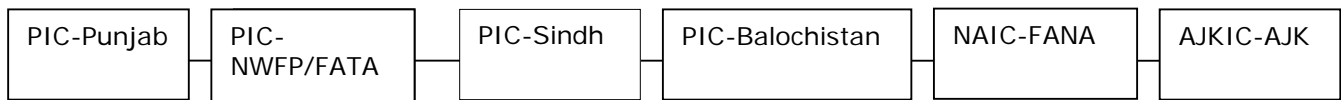
Provincial Implementation Committees (PICs):

Six PICs would be established, one each in the 4 provinces (including FATA), AJK and Northern Areas. They would be co-chaired by the respective Additional Chief Secretary (Development) of the province/ territory, and representative of co-chairs of the Env. TWG. Members will include key partners active in the respective provinces giving due representation to all 5 JPCs. Key functions of a PIC would be to steer, implement and facilitate the JPE and all 5 JPCs in the respective provinces/ territories. Selection of the target district/ activity area could be undertaken by the PIC based on certain intervention criteria such as poverty; vulnerability; resource depletion rates, specific area needs, existing projects, etc. The PIC will plan, develop, execute and monitor various projects of various JPCs within its area of operation and will identify various initiatives to be undertaken at the provincial level to the respective Task Forces for endorsement by the JPSC. PICs will also be able to set-up sector specialist sub-groups to assist PICs in activity planning and development.

Composition of PIC (to be identified and endorsed by JPSC)

- Chair: ACS Planning and Development
- Co-Chair: One of the two UN co-chairs of the UN Environment Thematic Working Group, UNDP or UNICEF
- JPC Counterpart organisation at the provincial level
- One representative of the five JPC convening agency
- One representative of the other UN partners for the respective JPC
- Others

AT THE PROVINCIAL LEVEL:



7. Fund Management Arrangements

The Fund Management Administrative Arrangements for the One UN Programme in Pakistan are detailed in the overall Governing Structure, attached as Annex B (section 4).

Budget execution of resources allocated to each Participating Agency remains under the purview of the Agency using its own financial rules and regulations. Earmarking by donors is allowed to the level of the Joint Programme and to the level of Joint Programme Component. Geographical earmarking by province is allowed. Agency-specific earmarking is discouraged; if the case arises, the concerned Participating Agency shall inform the UNCT, as stipulated in the UNCT code of conduct.

Contributions that are earmarked by a donor for one specific UN Participating Agency are not part of the Pakistan One Fund. Resources can be raised from donors, national partners, e.g. private sector and government authorities at the Federal and Provincial levels. In all resource mobilization efforts, preference shall be given to un-earmarked contributions.

Allocation of resources

Criteria for resource allocation are based on agreed priorities, and shall minimize subjective judgment. Decisions on the allocation of contributions down to the level of the Participating Agencies are as below;

If the contribution is un-earmarked i.e. it is for the One UN Programme, the Environment JPSC prepares an allocation plan between the Environment Joint Programme Components (JPC), based on agreed priorities and an analysis of the funding gap, for consideration of the Executive

Committee on behalf of the High Level Committee (HLC). The Finance Sub-Committee will consolidate the gap analysis for the Executive Committee to consider allocation of funds to JPCs. For the preparation of such a plan, recommendations the Task Forces (TF) will besought.

If the contribution is earmarked to the Environment JP level, the JPSC endorses a Joint Programme resource allocation plan between the Joint Programme Components (JPC), based on recommendations received from TWG Environment, Five Task Forces (TF).

If the contribution is earmarked at the JPC level, the TFs prepare a JPC resource allocation plan between Participating Agencies, based on recommendations from the IAWG. The co-chairs of the respective TFs transmit the JPC resource allocation plan to the co-chairs of the Environment JPSC for onward transmission to the UNRC who instructs the Administrative Agent (AA) to carry out the pass-through transactions with no delay.

Allocation among Participating Agencies:

For the first 12 months the IAWG issues a recommendation to the TF of the relevant JPC guided by these criteria:

- a. Relevance of outputs to the agency's mandate, capacity and experience
- b. Relevance of proposed activities to the agreed outcomes and outputs
- c. Clarity and realism of budget, and coherence with proposed activities
- d. Availability of a sound annual work plan.

For subsequent allocations the criteria are:

- a. Results achieved i.e. measurable and evidence-based according to the approved Log Frame
- b. Rate of delivery i.e. moneys disbursed as reported through the Administrative Agent and reflected in the Budgetary Framework
- c. Quality and timeliness of reporting to the respective Convening Agent(s) and to the Administrative Agent.

For un-earmarked allocation between JPCs the criteria are:

- Logical sequencing between the outcomes of the JPC contributing to the achievement of the Environment Joint Programme outcomes.
- Activities contributing directly to the achievement of the Millennium Development Goals (MDGs) and other international norms and standards.
- Activities building on on-going or past activities to ensure continuity and long-term support. Activities covering issues overlooked in the past may also be considered.

Each Participating Agency shall report progress on the use of core, non-core, parallel funding and contributions received. Participating Agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility, in line with their established rules and regulations.

8. Monitoring, Evaluation and Reporting

Monitoring and evaluation of the Joint Programme aims at improving efficiency and effectiveness of programmatic outcomes, outputs and activities through establishing a rigorous assessment process/system to: a) establish clear and continuous mechanisms to assess the strength and weaknesses of interventions; b) continually identify policies and institutions that need to be improved or developed to prioritize programme intervention for the poorest and most socially disadvantaged groups; and c) strengthen the monitoring and evaluation capacities of national partners, will be developed.

An overall and detailed M&E framework will be developed as the first step of the implementation process. The M&E framework is based on a programmatic logical framework, developed by the Thematic Working Group (TWG) with inputs from the Resident Coordinator Office and UN M&E

Network under the overall guidance of UN Country Team (UNCT). It consists of programmatic outcomes and outputs, respective indicators, targets, data sources and assumptions. The joint programme component 4 logical framework is provided as Annex C.

Monitoring of Outputs

The overall M&E framework refers to the outcomes, and their underlying outputs. Measurable (quantitative and qualitative) indicators facilitate the monitoring of progress. The framework also provides suitable targets and baselines for each indicator. In many cases, baseline data for output indicators could not be obtained during the planning phase. It may be a prerequisite that the baseline indicators are established prior to a project implementation stage. However, where needed, baselines will be established before the implementation phase by undergoing rapid baseline surveys in focused geographical areas. *Dev-info* is the preferred database software to manage and disseminate information on respective indicators of programmatic outcomes and outputs. The database will be input baseline and target data for respective indicators, and will be regularly (quarterly) updated regarding progress of output indicators at the level of Joint Program. *Resident Coordinator's Office*, with the help of *UN M&E Network*, will support the creation and training of staff in database. At the Joint Program level, the database will be managed and updated through the *Convening Agent* and the necessary feedback will be provided to the government on regular basis.

Progress on all output indicators will be regularly measured through quarterly and annual reviews. The primary responsibility for monitoring rests with the JPSC assisted by its Convening Agent, through specialized M&E and MIS expertise. Joint Programme Component Task Forces will support JPSC in monitoring the progress of outputs and activities and will facilitate overall monitoring of JP Component implementation. The task forces will meet on a quarterly basis to review progress and provide feedback to JPSC. Individual Participating UN Agencies will be involved in rigorous monitoring of activities in the field during the implementation. The participating agencies will use their existing M&E expertise or will acquire and strengthen such expertise to meet the challenge. The Executive committee and UNCT will exercise high-level overviews of the implementation of the One UN Programme on a yearly basis. As and when required, Thematic Working Groups, UN M&E network and Interagency Working Groups will extend technical support and facilitation.

Monitoring of Risks

During the monitoring process, special attention will be given to tracking the major risks and assumptions that may jeopardize the achievement of Joint Programme objectives including: a) insufficient capacity and resources from the Federal, Provincial and Local Governments to implement the strategic programmes supported by the Joint Programme, in particular, PRSP and MDTF; b) insufficient resource mobilization; c) the inability of duty-bearers to perform properly their functions; d) insufficient funding commitment from the donors to support the achievement of JP/JPC outcomes; e) insufficient collaboration among the Implementing Partners; f) insufficient engagement of vulnerable communities in the process of social change; g) insufficient compliance of the Private Sector with norms, standards and regulations; and h) insecure political and operational environment.

Evaluation of Outcomes

Outcomes of a Joint Programme will be measured in accordance with the measurable M&E framework. The Resident Coordinator Office, with the help and cooperation of UN M&E Network, will support the process.

Outcome assessment will consist of mid-term and final review of progress on each outcome indicator towards stipulated targets. JPSC facilitated by Resident Coordinator Office, will play a lead role in assessment of outcomes through annual outcome reviews. The JPSC or the JPC TFs may also commission small-scale surveys and case studies on selected subjects to assess results. The Executive committee and UNCT may also exercise high-level review of the outcome achievement status. The RCO will facilitate the overall outcome evaluation process.

In addition to the outcome assessments, the One Programme can be evaluated externally by independent evaluation missions. In line with the UN Reform Pilot's Evaluability Assessment, DOCO proposes two External Evaluation Missions during 2009/10 and 2010/11 to evaluate process results and evaluation of overall impact, respectively.

Reporting of Progress

Progress of programmatic outputs and activities will be assessed and reported against the stipulated targets, baselines and specifications. The progress reports will also reflect upon the processes, challenges and lessons learned. Tabulated reports, graphs and maps will be incorporated in the narrative progress reports.

Under the overall guidance of JPSC and UNCT, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations in the annual progress reporting exercise. Each Participating UN Organisation, will report on progress of outputs and activities to the Joint Programme Component Task Force. The Task Forces will submit the progress reports to the JPSC through the Convening Agent. Using those reports, each JPSC will provide the Administrative Agent with one Annual Narrative Progress Report. The report will give a summary of results and achievements compared to the stipulated targets of the Joint Programme. The Administrative Agent will prepare consolidated narrative reports, based on the above-mentioned inputs, and send them to the Resident Coordinator for review and onward submission to the UNCT, Executive Committee and to each donor that has contributed to the Joint Programme in accordance with the timetable established in the Administrative Arrangement.

9. Legal Context or Basis of Relationship

The table below specifies what cooperation or assistance agreements form the legal basis for the relationships between the Government and each of the UN organizations participating in this joint programme.

Participating UN organization	Agreement
FAO	Standard Basic Assistance Agreement between the Government of the Islamic Republic of Pakistan and the Food and Agriculture Organization of the United Nations was signed on July 2, 1956.
UNDP UN-HABITAT	The legal context for this group of UN entities and their projects in Pakistan is established by two major agreements: 1) The Convention on the Privileges and Immunities of the United Nations, given affect by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to 16 June, 1948; and 2) The agreement between the Government of the Islamic Republic of Pakistan and the UN Special Fund, signed on 25th February 1960.
UNESCO	Letter of Understanding Between the Government of the Islamic Republic of Pakistan and the United Nations Educational, Scientific and Cultural Organization was signed on July 4, 1967
UNFPA	The signing of the Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Population Fund are in the process. The document was submitted on February 13, 2008
UNIDO	The Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Industrial Development Organization is in process. The document was submitted to the Government of Pakistan on April 14, 2008.

WHO

Standard Basic Cooperation Agreement between the Government of the Islamic Republic of Pakistan and the World Health Organization was signed on February 15, 1960

10. Proposed Secondary Cities

The Sustainable Urbanization Joint Programme will be implemented in eight secondary cities during 2009 and 2010. In order to select the eight cities the following criteria were followed:

(a) The Disaster Risk Management (DRM) Joint Programme will work in 20 districts in the country. In order to ensure joint efforts, staff and resources, the same districts were considered for the Sustainable urbanization JP;

(b) Out of the 20 DRM districts, 18 have a secondary city (Battagram and Shangla did not present urban population in the collected data);

(c) Information regarding population, refugees, housing, water, sewerage, electricity and others was collected from the past census and other sources. Although the collected data was old and not very accurate on each city, it gave a good picture on priority areas of intervention. Due to the inaccurate data and in order to avoid mistakes, in all districts the same source of data and criteria was used. For Pakistan Administered Kashmir there was no available information within the census and other sources utilised, anyway, it was also considered suggesting the secondary city where to implement the programme; and

(d) The social and economic data analysed was: population size, availability of water, electricity and latrines. Unfortunately other economic or social information was limited or not available for all cities, therefore was discarded. Anyway as the demonstrative projects will be implemented in the informal settlements, latrine, water and electricity will probably reflect the main problems.

Based on the analysed data, the proposed secondary cities, in order of priority are: (1) Kambar Shadad (in Larkana, Sindh); (2) Mansehra (in Mansehra, NWFP); (3) Turbat (in Kech, Balochistan); (4) Sialkot (in Sialkot, Punjab); (5) Muzaffarabad (in Muzaffarabad, Pakistan Administered Kashmir - PaK); (6) Gujrat (in Gujrat); (7) Dadu (in Dadu, Sindh); and (8) Rawalakot (in Rawalakot, PaK).

In case the Ministry of Environment would prefer to choose different cities, the following ten cities are presented as alternatives: (i) Jhang (in Punjab); (ii) Badin (in Sindh); (iii) Kharan (in Balochistan); (iv) Bagh (in PaK); (v) Chitral (in NWFP); (vi) Muzaffargarh (in Punjab); (vii) Thatta (in Sindh); (viii) Gandawa (in Balochistan); (ix) Neelum (in PaK); and (x) Mach (in Balochistan).

For further information regarding data analyzed for proposing the secondary cities see table below.

Table I: Proposed Secondary Cities Where to Implement the Sustainable Urbanization Joint Programme Component

Number of cities to be selected: Eight for Programme Implementation in 2009 and 2010

Province	DISTRICT	TEHSIL / TALUKA / SUB-DIVISION	CITIES / URBAN AREA NAME	Population			Afghan Refugee	Housing	Utilities					House Hold Size	Economic Characteristics (%)			
				Total	Male	Female		Total Houses	Water	% Houses w/water	Latrine	% Houses with latrine	Electricity		% Houses with electricity	Economically Active Population	Not Economically active	Students
Sindh	LARKANA	KAMBAR SHADAD KOT	KAMBAR SHADAD	466.346	241.657	224.689	10	64.999	19.627	30,2%	28.379	43,7%	61.525	94,7%	7,17			
NWFP	MANSEHRA	MANSEHRA	MANSEHRA	61.376	31.649	29.727	93.930	8.537	4.500	52,7%	2.997	35,1%	7.871	92,2%	7,19			
Balochistan	KECH	KECH (TURBAT)	TURBAT	68.603	36.700	31.903	0	12.617	5.610	44,5%	5.164	40,9%	12.113	96,0%	5,44			
Punjab	SIALKOT	SIALKOT	SIALKOT	439.876	236.780	203.496	11.035	60.292	47.738	79,2%	35.328	58,6%	59.396	98,5%	7,30			
Pakistan Administered Kashmir	MUZAFFARABAD	No information available in the census																
Punjab	GUJRAT	GUJRAT	GUJRAT	363.203	184.695	178.508	6.509	51.936	28.464	54,8%	29.732	57,2%	50.132	96,5%	6,99	23,70	76,30	11,40
Sindh	DADU	DADU	DADU	109.457	57.070	52.387	0	17.014	4.999	29,4%	7.758	45,6%	16.162	95,0%	6,43			
Pakistan Administered Kashmir	RAWALAKOT	No information available in the census																
Punjab	JHANG	JHANG	JHANG	315.366	164.466	150.900	91	45.054	14.073	31,2%	24.097	53,5%	40.695	90,3%	7,00			
Sindh	BADIN	BADIN	BADIN	85.099	45.697	39.402	0	13.542	5.789	42,7%	6.413	47,4%	10.039	74,1%	6,28	17,96	26,85	5,70
Balochistan	KHARAN	KHARAN	KHARAN	27.806	14.327	13.479	0	3.440	2.573	74,8%	1.275	37,1%	3.015	87,6%	8,08			

Pakistan Administered Kashmir	BAGH	No information available in the census																
NWFP	CHITRAL	CHITRAL	CHITRAL	30.622	16.597	14.025	10.822	3.875	2.996	77,3%	2.450	63,2%	3.642	94,0%	7,90			
Punjab	MUZAFFARGARH	MUZAFFARGARH	MUZAFFARGARH	140.303	75.252	65.051	62	19.746	2.618	13,3%	8.779	44,5%	17.190	87,1%	7,11			
Sindh	THATTA	THATTA	THATTA	37.515	19.613	17.902	0	5.677	3.832	67,5%	2.646	46,6%	4.119	72,6%	6,61	25,07	37,05	2,92
Balochistan	JHAL MAGSI	GANDAWA	GANDAWA	8.097	4.199	3.898	0	1.014	609	60,1%	251	24,8%	709	69,9%	7,99	23,92	76,08	2,31
Pakistan Administered Kashmir	NEELUM	No information available in the census																
Balochistan	BOLAN	MACH	MACH	14.488	7.845	6.643	407	1.695	1.207	71,2%	615	36,3%	1.490	87,9%	8,55			
	Average			154.868	81.182	73.715		22.103	10.331	46,7%	11.135	50,4%	20.578	93,1%	7,0	22,66	54,07	5,58

Annex A: Results and Budgetary Framework

Output	Activity	Participating Agencies	Implementing Partners	Resource Allocation for Outputs		
				Y1	Y2	Total
4.1 Improved Baseline (Pakistan State of the Cities Report and Urban Profiles) on critical urban issues including issues relating to climate change.	Prepare Urban Profiles on critical urban issues affecting urban poor including issues relating to climate change.	UN-HABITAT, UNIDO, UNFPA, WHO, UNHCR UNFPA for Health Services, UNDP, FAO	Pakistan Census Organisation (PCO), Statistics Division (SD) and National Institute of Population Studies (NIPS),	949,000	40,000	989,000
	Set up urban observatories			194,000	95,000	289,000
4.2 Improved mechanisms in selected cities for participatory urban environment planning and management.	Prepare integrated informal settlement's upgrading strategy	UNHABITAT, UNESCO, UNIDO, FAO, UNDP, WHO, UNHCR,	Ministry of Environment, local government, housing and planning commission, relevant provincial authorities, Provincial Commissioner ate of Afghan Refugees, Municipal authorities,	572,000	125,000	697,000
4.3. Improved urban indicators of slum dwellers and urban poor in selected cities through good practices and demonstration s.	Implement viable projects to upgrade informal settlements (water, sanitation, land tenure, infrastructure, solid waste, etc. Benefiting urban poor)	UN-HABITAT, UNESCO, FAO, UNDP, WHO, UNHCR,	Local government, housing and planning commission, relevant provincial authorities, Municipal authorities, Provincial Commissioner ate of Afghan Refugees, Civil society, community based organisations, the private sector	762,000	5,049,000	5,811,000
	Consolidate existing national transport policies into one comprehensive national urban transport strategy			150,000	390,000	540,000
	Plan, design and implement a bus rapid transit corridor between Islamabad and Rawalpindi			125,000	400,000	525,000
	Introduce a school bus transportation system in Lahore			75,000	280,000	355,000
	Increase institutional and individual capacity and awareness on sustainable transport at national level			100,000	230,000	330,000
Total				2,927,000	6,609,000	9,536,000

ANNEX B:

ONE UN PROGRAMME IN PAKISTAN – OVERALL GOVERNING STRUCTURE

Pakistan is one of the eight countries in which the UN Country Teams are piloting “delivering as one” initiatives. An important component of that UN Reform effort is the “One UN Programme” that comprises the Joint Programmes and Joint Programme Components through which the Participating UN Organizations will contribute to Pakistan’s socio-economic development.

The following is a succinct description of the governance structure formulated through broad discussions within the UN Country Team, as well as those with national and international stakeholders. UNCT is likely to review this governance arrangement to bring it in compliance with changes due to such factors as the possibility of new UN entities establishing representation in Pakistan, the experimental nature of piloting, the evolving national priorities and the extent of resource mobilization against the resource gaps.

At the overall UN Reform Pilot level, the highest governance body is the **High Level Committee on UN Reform in Pakistan**, established in early 2007. It is the supreme body that brings together Government, UN and development partners. The High Level Committee oversees all aspects of the reform experience in Pakistan, monitoring of its progress, and fine tuning to enhance aid effectiveness. It is chaired by the Prime Minister or his/her representative and consists of main line agencies at the federal level, provincial governments and selected donor representatives, meeting periodically. The High Level Committee determines the programmatic areas of the One Programme Document.

This document focuses on the One UN programme and summarizes the management arrangements at three inter-related levels:

- 1) One UN Programme;
- 2) Joint Programmes; and
- 3) Joint Programme Components

as well as the common instrument for all three, the Pakistan One Fund.

1. One UN Programme

The **One UN Programme** in Pakistan consists of a set of UN joint programmatic interventions planned for the period 2009 to 2010, the initial period of “delivering as one” in Pakistan. During that period, it is expected that about 80% of the resources available with the UN family will be devoted to joint programmes.

The One UN Programme plus the stand-alone interventions of individual UN agencies form the revised UNDAF (United Nations Development Assistance Framework), which is the result of a detailed process of review of the current development context, MDG prioritization, stakeholder analysis and SWOT analysis.

The One UN Programme Document provides details on the joint programmes, the results and resources framework, management arrangements, overall budget and monitoring and evaluation mechanisms.

At the One UN Programme level, there will be two decision-making/advisory bodies:

- Within the UN system in Pakistan, the **United Nations Country Team (UNCT)** consisting of the heads of all agencies, funds and programmes represented in Pakistan is the inter-agency coordination and decision-making body, led by the Resident Coordinator. Within One UN Programme context, the main purpose of UNCT is to plan, implement, monitor, fine tune and ensure the delivery of tangible results in support of the development agenda of Pakistan.

- Under the High Level Committee (HLC), as its subsidiary body, there will be an **Executive Committee for One UN Programme**, which will normally meet quarterly, to focus on the One UN Programme. Representing the broad constituency of the High Level Committee, the Executive Committee will consist of the Secretary of the Economic Affairs Division (EAD) as Chair, the Resident Coordinator and one donor representing the donor community. Its principal duties are as follows:
 - a) Regarding the *un-earmarked contributions* at the One Program level, it decides on their allocation to one or more Joint Programs in consultation with Line Ministries, national partners, donors and the UNCT.
 - b) In addition, it endorses *allocations to the various Joint Programme Components* within a Joint Programme, based on recommendations and inputs of the respective Joint Programme Steering Committee.
 - c) It initiates the *transfer of funds* to Participating UN Organizations through the Resident Coordinator and the Administrative Agent, based on the recommendations of the JPC Task Forces.
 - d) It receives, and forwards to the High Level Committee, with appropriate comments, *consolidated narrative and financial reports* as well as the *certified financial statements*.
 - e) It exercises high-level overview of the implementation of the One UN Programme, providing guidance and facilitation, as appropriate.

2. Joint Programmes (JPs)

As constituent elements of the One Programme, five Joint Programmes are being developed (Agriculture, Rural Development and Poverty; Health and Population; Education; Environment; and Disaster Risk Management). The Joint Programme Documents provide details on the various joint programme components, the results and resources framework, management arrangements, JP budget, and monitoring and evaluation mechanisms. The JP Documents are expected to be finalized by end-November 2008.

At Joint Programme level, there will also be three bodies that offer guidance:

- A **Joint Programme Steering Committee (JPSC)** will provide strategic guidance for implementation of the Joint Programme. Each JP, aside from fully addressing the issues within its substantive coverage, also integrates four cross-cutting issues (refugees, human rights, civil society engagement and gender). A Joint Programme Steering Committee will be co-chaired by a Government representative at the level of Federal Secretary (or equivalent) and by a UNCT member (representing the UNCT). The co-Chairmanship in a Joint Programme Steering Committee will not imply any charges to the JP budget. A JPSC includes one representative from each participating UN organization and one representative from each participating national partner. In addition, observers by invitation could include up to two representatives of donors, civil society and other partners as suitable. The JPSCs will normally meet every two months and, inter alia, will
 - a) review and recommend for approval JP documents prepared by the TWGs;
 - b) approve prioritisation of outcomes/outputs, work plans and prioritised resource allocation as required at the JP and Joint Programme Component (JPC) levels;
 - c) oversee advancement of implementation of JPs and make changes if required at the JP levels; and
 - d) review and approve financial progress and standard progress reports at the JP level.
- A JPSC, through its subsidiary **JP Finance Sub-Committee**, (consisting of the two Co-Chairs of the JPSC and the TWG Co-Chairs) and based on recommendations of the relevant Thematic Working Group, will take note of donor contributions earmarked to its Joint Programme and make recommendations to the Executive Committee on the allocation of funds to each Joint Programme Component.

- a) If the Executive Committee endorses the recommended allocation, JPSC communicates this to the Participating Organizations in that JPC.
- b) If the Executive Committee does not endorse the recommended allocation, it will ask the JPSC to review its recommendation, based on its comments, and re-submit.

- **Thematic Working Groups (TWGs)** were formed early in the piloting process to coordinate the formulation of the JPs. TWGs consist of representatives of the UN entities that participate in the JP, and will remain ready to provide substantive guidance to concerned JPs, ensuring that “delivering as one” happens.

Each JP will have a **UN Convening Agent** to facilitate coordinated programme and financial implementation. Its selection will be based on a comparative advantage and capacity assessment of the interested agencies. A Convening Agent

- a) acts as the secretariat for the JPSC;
- b) facilitates overall programme and financial implementation;
- c) provides inputs to JPSC on the objective application of resource allocation criteria;
- d) promotes synergies across the thematic area and the cross-cutting themes;
- e) prepares and consolidates standard progress reports at the JP level for submission to the UNCT and the AA, while drawing technical assistance from the AA.

3. Joint Programme Components (JPCs)

Joint Programmes are formed of several distinct **Joint Programme Components (JPCs)**. Each JPC is articulated in a document containing the results and resources framework, management arrangements, and budget plus monitoring and evaluation mechanisms.

At JPC level, there will be two bodies for guidance:

- Each JPC will be managed by a **Task Force** which is responsible for joint implementation and promotion of synergies at the JPC level among UN and other participants. Each Task Force will be co-chaired by a Government representative and a UNCT member. Its membership will consist of one representative of each Participating UN Organization and participating national partner (including relevant CSO implementing partners). A Task Force will normally meet every month
 - a) to facilitate the *preparation of annual work plans and associated budgets* at the JP Component level as submitted by the Participating Agencies and ensure conformity with the JP document;
 - b) make recommendations on resource allocation to Participating UN Organizations within the JPC, based on the funds made available to the JPC by the JPSC, and submit them for approval to the JPSC Finance Sub-Committee.
 - c) facilitate overall performance and monitoring of JP Component implementation and make changes if required;
 - d) oversee the *preparation of standard progress reports and financial progress reports* for submission to the JPSC and review and approve financial progress reports and standard progress reports at the JP Component levels for submission to the JPSC; and
- Based on the complexity of a particular JPC, it might be desirable to constitute an **Inter-Agency Working Group** to support the JPC implementation and ensure a strong “UN delivering as one” dimension. It would consist of representatives of the Participating UN Organizations in that JPC.

Based on the complexity of a JPC, the partners involved in that JPC may decide to have a **UN Convening Agent**. It

- a) facilitates the planning and review of annual work plans;
- b) promotes synergies across the JPC activities and with all cross cutting themes;
- c) facilitates overall progress of programmatic and financial implementation of the UN participating entities;

- d) provides inputs to the JPC Task Force on the application of the resource allocation criteria; and
- e) prepares and consolidates standard progress reports at the JPC level for submission to the JPSC, drawing on technical assistance from the AA.

4. Pakistan One Fund

The Pakistan One Fund will facilitate and streamline the donor resources directed to the One UN Programme, as well as to simplify substantive and financial reporting. As such, the Pakistan One Fund is a major vehicle for resources mobilization from donors to support the unfunded portions of the One UN Programme and to facilitate the funding of any new initiatives within the context of the One UN Programme.

UNCT has designated UNDP as the **Administrative Agent (AA)** that will administer the Pakistan One Fund for the duration of the One UN Programme, which at present is for the period 2008 - 2010. UNDP will administer the fund in accordance with the UNDP Regulations and Rules. The Memorandum of Understanding signed on 17 June 2008 by all UN Participating Organizations describes in detail the Pakistan One Fund and the role/responsibilities of the Administrative Agent.

The responsibilities of the Administrative Agent include:

- a) *Receipt, administration and management of contributions* from Donors;
- b) *Disbursement of funds to the Participating UN Organisations*, in accordance with the instructions of the Resident Coordinator, on behalf of the HLC Finance Sub-Committee.
- c) Provide support to the JPSCs and the JPC Task Forces in their reporting functions, as mutually agreed by the respective parties; and
- d) *Compilation of consolidated narrative and financial reports* on Pakistan One Fund to the Executive Committee, UNCT, donors and partners. Participating UN Organizations are responsible for preparing and submitting the reports based on the UNDG standard narrative reports and financial reports to the Administrative Agent in accordance with the reporting schedule specified below, and in the case of narrative reports through their respective JPC Task Forces and JPSCs. In this, the Convening Agents at the JP and JPC levels will support the Participating UN Organizations, which will report on the specific JP/JPC activities they are responsible for and the related funds they have received.

In terms of reporting, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations as follows:

- Through the Convening Agent, each Participating UN Organization will provide the Administrative Agent with the following financial statements and reports at the One Programme, JP or JPC level, as applicable, using the standard formats approved by the UNCT:

(a) *Annual financial statements and reports* for the period up to 31 December of that year with respect to the funds disbursed to it from the Pakistan One Fund, to be provided no later than 30 April of the following year; and

(b) *Certified final financial statements and final financial reports* from the Participating UN Organizations after the completion of the Programme and including the final year of the Programme, to be provided no later than 30 June of the year following the financial closing of the Programme.

- In addition and again through the Convening Agents, Participating UN Organizations will report to the JPC Task Force, using standard formats approved by the UNCT. Using those reports, each Joint Programme Steering Committee (through the JP Convening Agent, as applicable) will provide the Administrative Agent with the following:

(a) JP Annual Narrative Progress Report for that year, no later than 31 March of the following year; and

(b) JP Final Narrative Report, no later than 30 April of the year following the financial closing of the JP. The final report will give a summary of results and achievements compared to the goals and objectives of the Joint Programme.

The Administrative Agent will prepare *consolidated narrative and financial reports*, based on the above-mentioned reports, and send them to the Resident Coordinator for onward submission to the UNCT, Executive Committee for One UN Programme and to each donor that has contributed to the Pakistan One Fund, in accordance with the timetable established in the Administrative Arrangement.

The Administrative Agent will also provide the following *financial statements* to the Resident Coordinator for onwards submission to the UNCT, Executive Committee for One UN Programme, Donors and Participating UN Organizations:

(a) *Certified annual financial statement* for the year ("Source and Use of Funds") by 31 May of the following year; and

(b) *Certified final financial statement* ("Source and Use of Funds") to be provided no later 31 July of the year following the financial closing of the Pakistan One Fund.

ANNEX C: Joint Programme Component Logical Framework

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 4: Sustainable Urbanization			
<p>Outcome: Urban actors having a better understanding of critical urban issues affecting slum dwellers and urban poor in cities including urban issues relating to climate change (as a contribution to achieving MDG7D)</p>	<p>Indicator: Number of local, provincial and federal stakeholders involved and actively participating in the preparation and launch of the Pakistan State of the Cities Report</p>	<p>Target:</p> <ul style="list-style-type: none"> Stakeholders from local, provincial and federal levels including, government, private sector, civil society, academia, CBOs, media and professional bodies engaged in the preparation and launch of the Pakistan State of the Cities Report 	<ul style="list-style-type: none"> Attendance at events Pakistan State of the Cities Report published
<p>Outputs:</p> <p>1. Improved Baseline data (Pakistan State of the Cities Report and Urban Profiles) on critical urban issues including issues relating to climate change.</p>	<ul style="list-style-type: none"> Number of urban profiles completed which include issues such as: rural-urban migration, waste management urban mobility, land tenure systems and services to the urban poor Urban data base “urban observatories” piloted at local, provincial and federal level Number of city consultations and awareness events held with attendance documented and disaggregated by sex. 	<ul style="list-style-type: none"> Criteria for the selection of target cities established At least 8 urban profiles completed At least 5 events on World Heritage Cities and ‘Right to the City’ 2 city consultations per demonstration city with a minimum attendance of 100 persons out of which 30% women 	<ul style="list-style-type: none"> Urban profile documents City consultations reports with list of participants <p>Participatory planning process is followed to engage all the stakeholders including civil society, marginalized groups</p>
<p>2. Mechanisms in place, in selected cities, for participatory urban environment planning and management.</p>	<ul style="list-style-type: none"> Number of city level inter-sectoral working groups established on critical urban environment issues with attendance documented and 	<ul style="list-style-type: none"> 3 inter-sectoral working groups per demonstration city with a participation of 30% of women 	<ul style="list-style-type: none"> Working group meetings minutes with list of participant Issue specific

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions	
JP Component 4: Sustainable Urbanization				
	<ul style="list-style-type: none"> disaggregated by sex. • Number of planning and management units operational in selected cities. • Number of cities having Integrated Urban Strategies agreed by all Stakeholders and approved by Government. • Number of Planning and Design Guidelines developed for selected cities. • Number of urban development plans incorporating Rights Based Approach/tenure rights • Pilots on C4E launched • Civil society forum on LEP/land tenure rights set up 	<ul style="list-style-type: none"> • Linkages between working groups established • At least one issue specific strategy agreed per city • No. of CSOs and CBOs engaged in promoting participatory environmental planning 	<p>strategy documents approved by local government</p>	
<p>3. Building on on-going good practices, demonstration activities implemented and documented, in selected cities, addressing key urban issues affecting slum dwellers and urban poor.</p>	<ul style="list-style-type: none"> • Number of people benefiting from improved conditions as a result of better urban mobility, waste management, land tenure systems and services to the urban poor promoted and implemented in urban and peri-urban areas • Number of demonstration projects implemented and documented highlighting no. of right-holders by sex. • Number of solid waste managed through Public Private Partnerships in secondary cities. 	<ul style="list-style-type: none"> • 7 demonstration projects per demonstration city • No. of CBOs engaged in participatory monitoring of projects 		

ANNEX D: ACRONYMS

CA	Convening Agent
FAO	Food and Agriculture Organization
IAWG	Inter Agency Working Group
JP	Joint Programme
JPC	Joint programme Component
JPSC	Joint programme Steering Committee
TF	Task Force
UNDP	United Nations Development Programme
UNCT	United Nations Country Team
UNESCO	United Nations Education, Science and Culture Organization
UN-HABITAT	United Nations Human Settlements Programme
UNFPA	United Nations Population Fund

JOINT PROGRAMME on ENVIRONMENT

Country: Pakistan

Joint Programme Component 5:

Green Industries, Industrial Waste Management, Energy and Green Jobs

Joint Programme Component Outcome:

Better application of workable processes, technologies and solutions in improving industrial and urban environmental management issues effecting quality of life of the poor and vulnerable

Programme Duration: **2 Years**

Anticipated start day: **1st January, 2009**
Anticipated end day: **31st December, 2010**

Fund Management Option: **Pass-through**

Administrative Agent: **UNDP**

Total estimated budget*: USD **10,381,243**

Out of which:

1. Funded Budget: ** USD 1,524,243
2. Unfunded budget: USD 8,857,000

* Total estimated budget includes both programme costs and indirect support costs

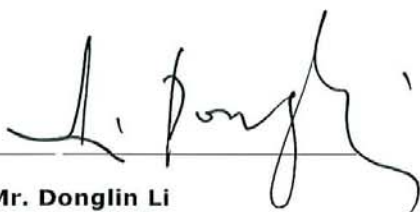
Table of Contents

1. Signature Page	3
2. Situation Analysis	4
3. Strategies, including the proposed joint programme component	5
4. Beneficiaries and Impacts	8
5. Results and Budgetary Framework	8
6. Management and Coordination Arrangements	8
7. Fund Management Arrangements	10
8. Monitoring, Evaluation and Reporting	12
9. Legal Context or Basis of relationship	13
Annexes	
A. Results Framework	15
B. Governance Structure of One UN Pakistan	20
C. Joint Programme Component 5 Framework	25
D. Acronyms	29

1. Signature Page



Mr. Khushnood Akhtar Lashari
Secretary
Ministry of Environment



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Representative,
ILO



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Ms. Shadia Bakhait
Representative,
UNIDO



Dr. Khalif Bile Mohamud
Representative,
WHO

18 December, 2008

Date

2. Situation Analysis

Pakistan is the 7th largest country in the world and is most rapidly urbanizing country in Asia according to the World Bank's Pakistan Strategic Country Environmental Assessment 2006. This rapid pace of urbanization has caused series of environmental issues due to lack of understanding of inter-relationship between development needs, energy requirements, and environmental degradations, especially in urban development nodes.

Pakistan has been industrializing at a steady pace. Its energy consumption rose from 0.6 quadrillion British thermal units (BTUs) in 1980 to 1.9 quadrillion BTUS in 2001 – an increase of 300% in 20 years! However, both the industrial sector and the energy sector are now faced with serious challenges which are also having an adverse impact on environment.

A vast majority of industrial units in Pakistan do not use energy efficient and environmental friendly technologies and processes, which leads to greater pollution and operating costs. They discharge liquid effluents into the open, often into water bodies without treatment causing severe problems for the local inhabitants. Supply of energy to industry and domestic users is erratic, subject to frequent load shedding, and is costly. This results in loss of production, unemployment and deteriorating quality of life of the common Pakistani. Industrial waste collection happens infrequently and is mostly dumped in the open.

At present there is no proper management of health care waste and efficient infection control systems anywhere in Pakistan. Most healthcare facilities have no common standards for source separation, collection bins and equipment for the disposal of medical waste. Disposable syringes, body organs, plastic bottles lay astray in the open dumps of the hospital wastes. The risk of injury and infection resulting from the improper management of the waste is very high. In particular, the dangers of the spread of disease from the misuse of discarded syringes and the handling and resale of infected or blooded equipment, such as tubes, bags or plastic bottles are very serious indeed. The mismanagement of healthcare waste puts the community, the patients and healthcare workers at risk, both in terms of the risks from inadequate storage, transportation and disposal of infectious waste, and from the environmental risks arising from hazardous burning in open pits, or badly maintained incineration equipment. Achieving a good standard of cleanliness in health care institutions is an important component in controlling infection. Poor healthcare waste management and hygiene practices pose a huge risk to the health of the public, patients, professionals and contribute to environmental degradation.

It is estimated that air pollution alone costs the national economy around Rs. 65 billion per annum. This pollution is caused by a high concentration of suspended particulate matter. Of the three main sources of the particulate matter, thermal power plants are one source the other two being vehicles and burning of fossil fuels in industry. Thus, use of cleaner fuels, good housekeeping measures within plants and use of energy efficient and environment friendly processes within thermal power plants makes good economic sense and could accrue positive benefits to the society.

The high rate of increase in population and adoption of more consumer-oriented lifestyles, coupled with the slow pace of development of new energy production capacity, is creating an energy crisis in the country. Frequent break-down of power supplies and planned as well as unplanned load-shedding is causing huge loss to the national economy (estimated at about 1.7% of GDP). Promotion of renewable energy sources has also not happened at the desired pace despite the attention given to this subject by both the donors and the government. Pakistan has vast coal deposits but most of it has high sulphur content and fly-ash, making its environment-friendly application a costly option. Demand-side management (i.e. energy conservation and good housekeeping) is not a common practice in any sector (domestic, industrial, commercial, agricultural, transport) giving rise to demand at a pace which has now resulted in unprecedented load shedding in the country.

One of the key reasons for this state of affairs is the absence of well qualified and trained people. So far, there are no major programmes to create what can be dubbed as "green jobs" i.e. jobs which focus on "greening" existing "brown" jobs production units and initiating new enterprises which are more environment friendly.

3. Strategies, including the proposed joint programme component

3.1 Background and Context

Like other sectors of the economy, lack of reliable data seriously hinders proper planning and proactive remedial measures. Thus, under this JPC, a key work area would be a survey of 15 industries to undertake Strategic Environmental Assessment and understand the nature of issues faced by them. Since the private sector needs to be provided incentives to adopt more environment friendly practises, awareness would be created about facilities such as Clean Development Mechanism and Carbon Trade using the MDG Carbon Facility coupled with capacity building to foster greater access to these facilities. Support would be also provided to those who wish to develop proposals for this purpose. Support would also be provided to initiatives aimed at creating "green jobs" in various sectors of the economy.

A number of projects would be launched across the country to promote biogas, wind and solar energy, mini and micro-hydro plants and energy efficient household equipment such as solar cookers and heating devices. In order to ensure sustainability, several new enterprises would be supported to enter the Energy Efficiency market in building, appliances and other areas with high degree of energy in-efficiency. The policy and regulatory framework would be supported to ensure that only high quality products are available and accrue benefits to the consumers. Most Pakistani buildings are highly inefficient and do not use either active or passive technologies to reduce reliance on fossil fuels to keep them comfortable. Activities would be undertaken to promote the use of more efficient construction techniques and products.

Support would also be provided to create greater awareness and implement the recommendations of the National Implementation Plan for the Phase out of Persistent Organic Pollutants (POPs). Similarly, Public Private Partnerships (PPP) would be fostered to reduce industrial waste effluent pollution through the use of well known technologies.

Support will also be provided for healthcare waste management, sanitation and infection control system in target healthcare facilities, by enabling them to effectively improve hygiene and control healthcare acquired infections; by disposing-off medical waste in an environmentally and socially satisfactory manner using the most economical means available. Strengthen the targeted health facilities institutional frameworks, developing adequate self-sustaining mechanisms and promoting the involvement of all stakeholders. Conduct intensive environmental awareness campaigns and trainings of all healthcare workers, including the sanitary staff;

All of these activities are in line with the objectives of the National Environmental Policy, National Conservation Strategy, National Housing Policy, National Transport Policy and other related policies of the government of Pakistan and other tiers of the government. These activities also allow Pakistan to meet its obligations under the MDGs.

United Nations' support under this JPC would help the Government to **strengthen its capacity and service delivery**, and adopt a rights-based approach while being aligned directly with the National Environment Policy, National Perspective Plans, Vision 2030, National MDGs targets, United Nations Development Assistance Framework (UNDAF), Poverty Reduction Strategy Papers, national targeted programmes and provincial and district level plans and programmes to preserve natural resources sustainably.

The more cohesive One Programme and UN Country Team will be a more effective participant in **policy research, policy advisory, programme preparation, project implementation** and a more powerful advocate of UN policies and values in line with the national priorities of Government of Pakistan. Increased consistency and coherence of policy advocacy and advisory will enable the UN to speak with one voice and to create space for individual agencies to take a more proactive approach to agency-specific policy areas in line with the main objectives of the One UN.

These will be important as the UN increasingly delivers its support at the provinces and districts in program preparation and project implementation on a sustainable basis.

3.2 The Proposed Joint Programme Component

The principal guiding criteria for the One Programme implementation include:

- a) **Pro-Poor Focus.** Targeting the groups at the lower end of socio-economic indicator ranks, as well as those prone to specific environmental conditions and disaster risks.
- b) **Federal - Provincial Balance.** Balance the interests and expectations of Federal and Provincial Governments, as well as the emerging needs of the district tier in selecting specific tehsils or union councils for UN interventions. Furthermore, in the prevailing situation, security considerations will be paramount to ensure staff safety while "delivering as one".
- c) **Build on Past Experience.** Lessons learned from existing and past programs will guide the adoption of rational, harmonized and workable systems suited to Pakistan's conditions for delivery of impact.
- d) **Sustainability:** It will be ensured that future programmes/projects developed in line with the UN objectives and in accordance with national priorities of Government of Pakistan will contain inbuilt financial mechanisms for sustainability through pilots to become a showcase for reference/replication.
- e) Any project/programme undertaken may have baseline quantifiable indicators before hand for the future evaluation of the project.

Programme Vision to *"build partnerships to provide support for greening of industries and improving waste management and with creation of energy and green job for improved living conditions in target districts as a contribution to achieving MDG Target 7A and 7C"*

Objective: To "improves industrial and urban environment practices through provision of strategic assessments, increased financing base for clean development, supporting public private partnerships for urban environment issues such as health and waste management, promoting green jobs, and supporting sustainable energy technology development and application in selected vulnerable districts of Pakistan"

Outcome: "Better application of workable processes, technologies and solutions in improving industrial and urban environmental management issues effecting quality of life of the poor and vulnerable".

3.3 Implementation Strategy

UN's support under this JPC would fully integrate the four cross-cutting themes of the UN Reform Process Delivering as One including human rights, gender, civil society and refugee. The implementation approach would follow the four roles (*Advocate for international norms & standards, Adviser to Government, Convener of stakeholders and Provider of technical expertise for operational activities and capacity building*) of UN Delivering as One.

The JPC-5 will adopt a bottom-up participatory approach in all phases of project implementation. It will emphasize on local level capacity development and empowerment, low cost but effective service delivery, and sustainable infrastructure and institutional development. It will also follow a comprehensive and systematic approach in designing interventions in the five interlinked focus areas — 'assessments, development of financing support mechanism, planning process, clean technologies, economic stimulus, policy and

advocacy, and demonstration of application " ". As the key implementing strategy, the programme will focus on

- Industries and settlements with special emphasis marginalized and vulnerable groups including women and children and displaced population including refugees:
- Bottom-up participatory development approach:
- Establishing and enhancing clean financing base
- Establishing and enhancing Public Private Partnerships:
- Policy and Advocacy
- Capacity building of stakeholders

3.4 Outputs:

The following are the key programme outputs

Output 1: Increase Strategic environmental assessment (SEA) of local industries and resource development activities with proposals

Key activities include assessment of environmental conditions in different industries and production of applicable recommendation plans

Output 2: Improved Capacity and facilitation to adopt Clean Development Mechanisms and Carbon Trade Facilities

Key activities include, development of CDM Project facilitation mechanisms; development and setting up of Carbon Facility Fund for Climate Change mitigation and adaptations: mapping of potential CDM Projects; establishment of CDM Section by UNIDO Pakistan; establishment of GHG Management Institute under Public Private Partnership, and an operational MDG Carbon Facility for sector specific projects development in Pakistan, etc

Output 3: Increased implementation of sustainable energy activities incorporating alternative renewable supplies, energy efficiency and equitable access

Key activities include implementation of 10 projects of biogas and biomass in each target district: 5 model solar/wind projects in each target district and 2 hydel projects each in NWFP, AJK and Punjab; development of 1.4 MW of MHP schemes for PURE in the 5 sites selected in the PURE-Chitral project; development of productive uses of renewable energy (PURE) in the five selected areas; capacity building of local stakeholders and manufacturers on EE cooking, heating and housing products and technologies; market development support to Energy efficiency technologies and financing, and support to implementation of energy regulatory frameworks and standards and labelling programmes, implement energy conservation demonstration projects for building material production and housing construction as well as energy efficiency of buildings, document and launch a public information campaign in support of energy conservation on housing construction., etc., energy conservation demonstration projects for building material production and housing construction as well as energy efficiency of buildings., etc.

Output 4: Increased assessment and management plan development and implementations for industrial and agricultural chemicals in the target regions

Key activities include awareness and promotion of Integrated Pest Management in Agriculture to phase out POPs; assessment of hazardous industrial chemicals; Operationalisation of the National Implementation Plan to Phase out of Persistent Organic Pollutants (POPs).

Output 5: Promotion of Public Private Partnerships to reduce industrial effluent pollution through the transfer of technologies.

Key activities include need assessment and promotion of public private partnership for industrial waste management, networking of Industries for Cost effective Waste management solutions, review of existing waste management system and development of improvement recommendations; public information campaign for community participation in solid waste management; and capacity building for community involvement on solid waste management and recycling, etc review the existing waste management system and propose/discuss improvements; conduct dialogue at provincial level to find improved ways for public private partnership to manage municipal waste; build capacity for community involvement on solid waste management and recycling; and launch a public information campaign for community participation in solid waste management.

Output 6: Development of National Healthcare Waste Management Plans, guidelines and strategy implemented in selected healthcare facilities

Key activities include assessment of healthcare Waste management practices in each target district and introduction of improved technology for healthcare waste management; as a matter of highest priority trainings will be imparted to health care workers, including sanitary staff on proper management of hospital waste and infection control mechanisms; health facilities water, sanitation and infection control systems will be improved where such services are below required standards; adequate detailed information regarding the hazardous nature of waste material to persons responsible for its handling, transport, treatment, storage or disposal will be provided; an infection control and waste management plan will be developed and implemented in the targeted central district hospitals; adequate Occupational Health and Safety (OHS) standards will be established and maintained at facilities handling hazardous wastes

Out put 7: Increased Green jobs in selected sectors

Key activities include assessment and Capacity Building of Green Jobs initiatives in various industrial sectors and introduction of Model projects for the promotion of Green Jobs [viewed through a "green lens"]; etc

4 Beneficiaries and Impacts:

The primary and direct beneficiaries of the Green Industries, Waste Management, Energy and Green Jobs Joint Programme are the communities, in particular women and children, of target geographic districts as prioritized by the JP on the basis of the related indicators green industries, waste management, energy and green jobs.

Duration: 2 years (2009-2010, with the possibility of going beyond 2010).

Estimated Budget: USD 10.4 Million

5. Results and Budgetary Framework

Please refer to Annex A for the results and budgetary framework, which is indicative and dependent on the contributions to be received.

6. Management and Coordination Arrangements

The overall Governing Structure for the One UN Programme in Pakistan is attached as Annex X. The Annex has three sections describing the management structures for all three levels in detail.

The Environment Joint Programme Joint Programme specific management structures are as follows:

- High Level Committee (HLC) at the One UN Programme level, and the Executive Committee as a subsidiary body of the HLC, with EAD as secretariat.
- One Joint Programme Steering Committee (JPSC) at the Joint Programme level, and the Joint Programme Finance Sub-Committee as a subsidiary level of the JPSC.
- One Convening Agent (CA) to assist the JPSC and to facilitate programme implementation
- Five Task Forces (TF) at the Joint Programme Component level, representing the five Joint Programme Components (JPC) for programme implementation, management and operations support.

Composition of the various structures;

1. Joint Programme Steering Committee (JPSC):

- Chair: Government
- Co-Chair: UNDP/UNICEF
- One representative from each participating UN agency; FAO, ILO, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNIDO, WHO
- One representative from each participating national partner; (to be identified and endorsed by JPSC)
- Observers by invitation; Donor representatives, civil society representatives and others (to be identified and endorsed by JPSC).

2. Convening Agent (CA) at the JP level: UNDP/UNICEF

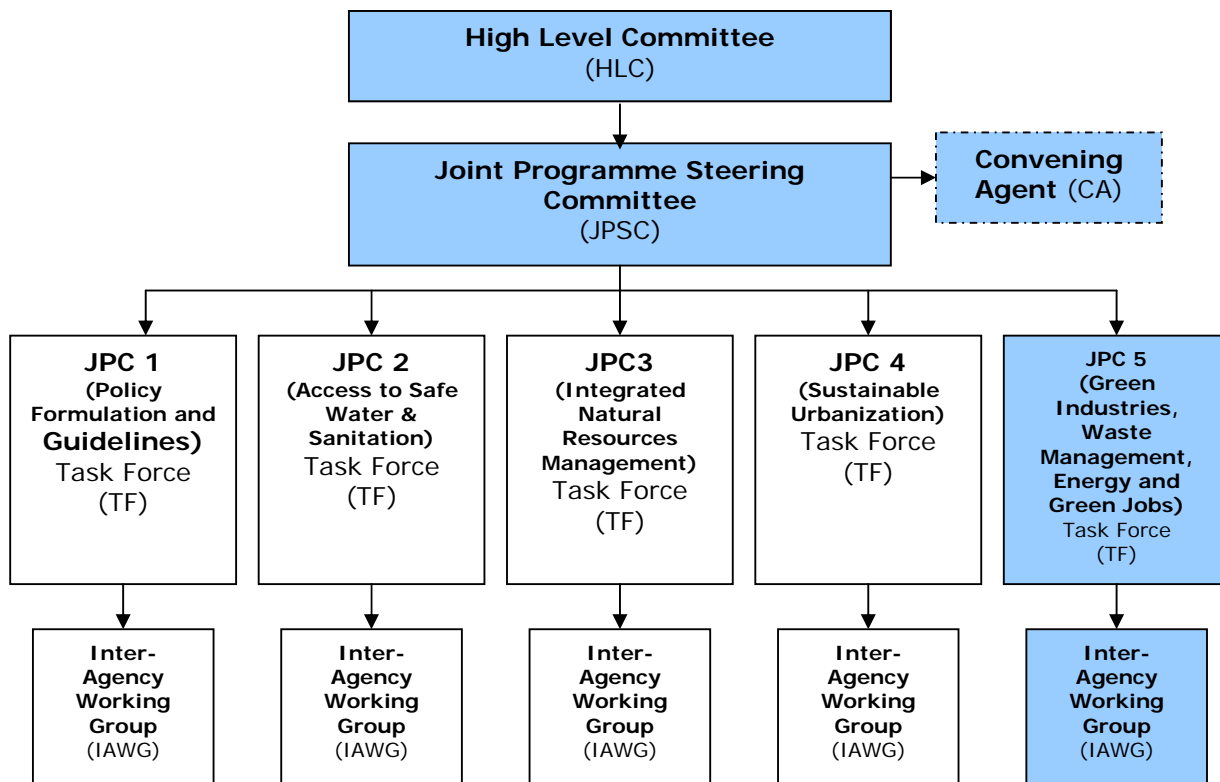
3. Task Forces (TF):

- Chair: UNIDO
- Co-Chair: one federal level 'counterpart organisation' per JPC (to be identified and endorsed by JPSC)
- One representative from each participating UN agency in JPC5 (WHO, UNDP, ILO, UN-HABITAT, UNEP)
- One representative from each participating national partner (to be identified and endorsed by the JPSC)
- One representative from one civil society implementing partner (to be notified)

4. Inter-Agency Working Group (IAWG):

To be convened as needed among the UN Participating Agencies

**Management Structure of the Joint Programme
At the FEDERAL LEVEL:**



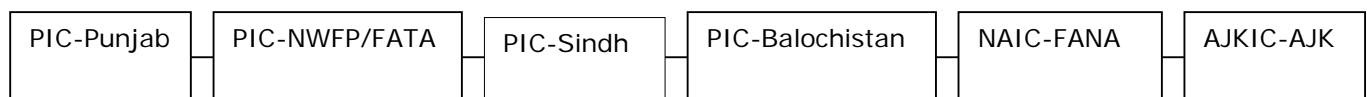
Provincial Implementation Committees (PICs):

Six PICs would be established, one each in the 4 provinces (including FATA), AJK and Northern Areas. They would be co-chaired by the respective Additional Chief Secretary (Development) of the province/ territory, and representative of co-chairs of the Env. TWG. Members will include key partners active in the respective provinces giving due representation to all 5 JPCs. Key functions of a PIC would be to steer, implement and facilitate the JPE and all 5 JPCs in the respective provinces/ territories. Selection of the target district/ activity area could be undertaken by the PIC based on certain intervention criteria such as poverty; vulnerability; resource depletion rates, specific area needs, existing projects etc. The PIC will plan, develop, execute and monitor various project of various JPCs within its area of operation and will identify various initiatives to be undertaken at the provincial level to the respective Task Forces for endorsement by the JPSC. PICs will also be able to set-up sector specialist sub-groups to assist PICs in activity planning and development.

Composition of PIC (to be identified and endorsed by JPSC)

- Chair: ACS Planning and Development
- Co-Chair: One of the two UN co-chairs of the UN Environment Thematic Working Group, UNDP or UNICEF
- JPC Counterpart organisation at the provincial level
- One representative of the five JPC convening agency
- One representative of the other UN partners for the respective JPC
- Others

AT THE PROVINCIAL LEVEL:



7. Fund Management Arrangements

The Fund Management Administrative Arrangements for the One UN Programme in Pakistan are detailed in the overall Governing Structure, attached as Annex X (section 4).

Budget execution of resources allocated to each Participating Agency remains under the purview of the Agency using its own financial rules and regulations. Earmarking by donors is allowed to the level of the Joint Programme and to the level of Joint Programme Component. Geographical earmarking by province is allowed. Agency-specific earmarking is discouraged; if the case arises, the concerned Participating Agency shall inform the UNCT, as stipulated in the UNCT code of conduct.

Contributions that are earmarked by a donor for one specific UN Participating Agency are not part of the Pakistan One Fund. Resources can be raised from donors, national partners e.g. private sector and government authorities at the Federal and Provincial levels. In all resource mobilization efforts, preference shall be given to un-earmarked contributions.

Allocation of resources

Criteria for resource allocation are based on agreed priorities, and shall minimize subjective judgment. Decisions on the allocation of contributions down to the level of the Participating Agencies are as below;

If the contribution is un-earmarked i.e. it is for the One UN Programme, the Environment JPSC prepares an allocation plan between the Environment Joint Programme Components (JPC), based on agreed priorities and an analysis of the funding gap, for consideration of the Executive Committee on behalf of the High Level Committee (HLC). The Finance Sub-Committee will consolidate the gap analysis for the Executive Committee to consider allocation of funds to JPCs. For the preparation of such a plan, recommendations of the Task Forces (TF) will be sought.

If the contribution is earmarked to the Environment TWGJP level, the JPSC endorses a Joint Programme resource allocation plan between the Joint Programme Components (JPC), based on recommendations received from TWG Environment, JPC5 Task Forces (TF). At the Joint Programme level, the TF prepare a JPC resource allocation plan between Participating Agencies, based on recommendations from the Inter-Agency Working Group (IAWG). The co-chairs of the Environment JPSC transmit the Joint Programme resource allocation plan to the UNRC who instructs the Administrative Agent (AA) to carry out the pass-through transactions with no delay.

If the contribution is earmarked at the JPC level, the TFs prepare a JPC resource allocation plan between Participating Agencies, based on recommendations from the IAWG. The co-chairs of the respective TFs transmit the JPC resource allocation plan to the co-chairs of the Environment JPSC for onward transmission to the UNRC who instructs the Administrative Agent (AA) to carry out the pass-through transactions with no delay.

Allocation among Participating Agencies

For the first 12 months the IAWG issues a recommendation to the TF of the relevant JPC guided by these criteria:

- a. Relevance of outputs to the agency's mandate, capacity and experience
- b. Relevance of proposed activities to the agreed outcomes and outputs
- c. Clarity and realism of budget, and coherence with proposed activities
- d. Availability of a sound annual work plan.

For subsequent allocations the criteria are:

- a. Results achieved i.e. measurable and evidence-based according to the approved Log Frame
- b. Rate of delivery i.e. moneys disbursed as reported through the Administrative Agent and reflected in the Budgetary Framework
- c. Quality and timeliness of reporting to the respective Convening Agent(s) and to the Administrative Agent.

For un-earmarked allocation between JPCs the criteria are:

- Logical sequencing between the outcomes of the JPC contributing to the achievement of the Environment Joint Programme outcomes.
- Activities contributing directly to the achievement of the Millennium Development Goals (MDGs) and other international norms and standards.
- Activities building on on-going or past activities to ensure continuity and long-term support. Activities covering issues overlooked in the past may also be considered.

Each Participating Agency shall report progress on the use of core, non-core, parallel funding and contributions received. Participating Agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility, in line with their established rules and regulations.

8. Monitoring, Evaluation and Reporting

Monitoring and evaluation of the Joint Programme aims at improving efficiency and effectiveness of programmatic outcomes, outputs and activities through establishing a rigorous assessment process/system to: a) establish clear and continuous mechanisms to assess the strength and weaknesses of interventions; b) continually identify policies and institutions that need to be improved or developed to prioritize programme intervention for the poorest and most socially disadvantaged groups; and c) strengthen the monitoring and evaluation capacities of national partners, will be developed.

An overall and detailed M&E framework will be developed as the first step of the implementation process. The M&E framework is based on a programmatic logical framework, developed by the *Thematic Working Group (TWG)* with inputs from the *Resident Coordinator Office* and *UN M&E Network* under the overall guidance of *UN Country Team (UNCT)*. It consists of programmatic outcomes and outputs, respective indicators, targets, data sources and assumptions. The joint programme component 5 logical framework is provided as an Annex C.

Monitoring of Outputs

The overall M&E framework refers to the outcomes, and their underlying outputs. Measurable (quantitative and qualitative) indicators facilitate the monitoring of progress. The framework also provides suitable targets and baselines for each indicator. In many cases, baseline data for output indicators could not be obtained during the planning phase. It may be a prerequisite that the baseline indicators are established prior to a project implementation stage. However, where needed, baselines will be established before the implementation phase by undergoing rapid baseline surveys in focused geographical areas. *Dev-info* is the preferred database software to manage and disseminate information on respective indicators of programmatic outcomes and outputs. The database will be input baseline and target data for respective indicators, and will be regularly (quarterly) updated regarding progress of output indicators at the level of Joint Program. *Resident Coordinator's Office*, with the help of *UN M&E Network*, will support the creation and training of staff in database. At the Joint Program level, the database will be managed and updated through the *Convening Agent* and the necessary feedback will be provided to the government on regular basis.

Progress on all output indicators will be regularly measured through quarterly and annual reviews. The primary responsibility for monitoring rests with the JPSC assisted by its Convening Agent, through specialized M&E and MIS expertise. Joint Programme Component

Task Forces will support JPSC in monitoring the progress of outputs and activities and will facilitate overall monitoring of JP Component implementation. The task forces will meet on a quarterly basis to review progress and provide feedback to JPSC. Individual Participating UN Agencies will be involved in rigorous monitoring of activities in the field during the implementation. The participating agencies will use their existing M&E expertise or will acquire and strengthen such expertise to meet the challenge. The Executive committee and UNCT will exercise high-level overviews of the implementation of the One UN Programme on a yearly basis. As and when required, Thematic Working Groups, UN M&E network and Interagency Working Groups will extend technical support and facilitation.

Monitoring of Risks

During the monitoring process, special attention will be given to tracking the major risks and assumptions that may jeopardize the achievement of Joint Programme objectives including: a) insufficient capacity and resources from the Federal, Provincial and Local Governments to implement the strategic programmes supported by the Joint Programme, in particular, PRSP and MDTF; b) insufficient resource mobilization; c) the inability of duty-bearers to perform properly their functions; d) insufficient funding commitment from the donors to support the achievement of JP/JPC outcomes; e) insufficient collaboration among the Implementing Partners; f) insufficient engagement of vulnerable communities in the process of social change; g) insufficient compliance of the Private Sector with norms, standards and regulations; and h) insecure political and operational environment.

Evaluation of Outcomes

Outcomes of a Joint Programme will be measured in accordance with the measurable M&E framework. The Resident Coordinator Office, with the help and cooperation of UN M&E Network, will support the process.

Outcome assessment will consist of mid-term and final review of progress on each outcome indicator towards stipulated targets. JPSC facilitated by Resident Coordinator Office, will play a lead role in assessment of outcomes through annual outcome reviews. The JPSC or the JPC TFs may also commission small-scale surveys and case studies on selected subjects to assess results. The Executive committee and UNCT may also exercise high-level review of the outcome achievement status. The Resident Coordinator's Office will facilitate the overall outcome evaluation process.

In addition to the outcome assessments, the One Programme can be evaluated externally by independent evaluation missions. In line with the UN Reform Pilot's Evaluability Assessment, DOCO proposes two External Evaluation Missions during 2009/10 and 2010/11 to evaluate process results and evaluation of overall impact, respectively.

Reporting of Progress

Progress of programmatic outputs and activities will be assessed and reported against the stipulated targets, baselines and specifications. The progress reports will also reflect upon the processes, challenges and lessons learned. Tabulated reports, graphs and maps will be incorporated in the narrative progress reports.

Under the overall guidance of JPSC and UNCT, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations in the annual progress reporting exercise. Each Participating UN Organisation, will report on progress of outputs and activities to the Joint Programme Component Task Force. The Task Forces will submit the progress reports to the JPSC through the Convening Agent. Using those reports, each JPSC will provide the Administrative Agent with one Annual Narrative Progress Report. The report will give a summary of results and achievements compared to the stipulated targets of the Joint Programme. The Administrative Agent will prepare consolidated narrative reports, based on the above-mentioned inputs, and send them to the Resident Coordinator for review and onward submission to the UNCT, Executive Committee and to each donor that has contributed to the Joint Programme in accordance with the timetable established in the Administrative Arrangement.

9. Legal Context or Basis of Relationship

The table below provides the legal context under which Environment Joint Programme implementing UN agencies operate in Pakistan.

Basis of Relationship

Participating UN organization	Agreement
ILO	Extension of Memorandum of Understanding between the Government of the Islamic Republic of Pakistan (Ministry of Labour, Manpower and Overseas Pakistanis and the International Labour Office) was signed on December 21, 2004
UNDP UNEP UN-HABITAT	The legal context for this group of UN entities and their projects in Pakistan is established by two major agreements: 1) The Convention on the Privileges and Immunities of the United Nations, given affect by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to 16 June, 1948; and 2) The agreement between the Government of the Islamic Republic of Pakistan and the UN Special Fund, signed on 25th February 1960.
UNIDO	The Agreement between the Government of the Islamic Republic of Pakistan and the United Nations Industrial Development Organization is in process. The document was submitted to the Government of Pakistan on April 14, 2008.
WHO	Standard Basic Cooperation Agreement between the Government of the Islamic Republic of Pakistan and the World Health Organization was signed on February 15, 1960

ANNEX A: RESULTS AND BUDGETARY FRAMEWORK

Budgetary Framework (2009 - 2010)

Joint programme Component (JPC5) : Green Industries, Waste Management, Energy and Green Jobs

Output	Activity	Participating Agencies	Implementing Partners	Resource Allocation for Outputs		
				Y1	Y2	Total
5.1 Strategic environmental assessment (SEA) of local industries and resource development activities and proposals. (Technological need assessment of local industries including resources required to adopt environment friendly practices).	Assessment of environmental conditions in different industries	UNIDO	Ministry of industry, chambers of commerce and industries, international agencies, EPAs, IFIs.	250,000	250,000	500,000
5.2 Capacity development and facilitation to adopt Clean Development Mechanisms and Carbon Trade Facilities.	Development of CDM Project facilitation mechanisms, Development of Carbon Facility Fund for Climate Change mitigation and adaptations, Mapping of	UNIDO, UNDP	Government, Private sector, Academia, MoE, Planning Commission, Board of Investment, Project Proponents,	800,000	400,000	1,000,000

	Partnership					
	MDG Carbon Facility operationalised for sector specific projects development in Pakistan			57,000	200,000	257,000
5.3 Development & implementation of sustainable energy activities, incorporating alternative renewable supplies, energy efficiency and equitable access.	10 projects of biogas and biomass in each district, 10000 houses to be energy efficient in each district, 5 model solar/wind projects in each district, 2 hydel projects each in NWFP, AJK and Punjab.	UNIDO, UNDP, UN-HABITAT	Government, Private sector, Chambers of commerce, Academia, Civil society, AEDB, AKRSP. GTZ, GoP, civil society, EPAs, ministries, universities, associations.	800,000	700,000	1,500,000
	Development of 1.4 MW of MHP schemes for PURE in the 5 sites selected in the PURE-Chitral project (Izh-Orvik, Bilphok-Shogore, Shagram, Raman-Harchin)			40,000	45,400	85,400
	Development of productive uses of renewable energy (PURE) in the five selected areas			46,308	63,727	110,035
	Strengthened capacity for MHP planning and watershed management			23,880	33,253	57,133
	Promotion of a sound legal, institutional and regulatory framework			42,038	49,637	91,675

preparing the ground for project replication				
Technical capacity building of local stakeholders and manufacturers on EE cooking, heating and housing products and technologies			150,000	- 150,000
Awareness raising for local communities on energy efficiency, cooking and heating			250,000	- 250,000
policy support and institutional capacity building to mainstream EE products and technologies into local and national level building codes and standards			200,000	- 200,000
Energy efficiency semi market development and financing			150,000	- 150,000
Establishment of legal and regulatory basis for removing lowest EE technologies from the market and promoting high-efficiency technologies			-	- -
Building of institutional and individual capacity to secure on-the-ground implementation of regulatory frameworks, as well as actual standards and labelling programme			-	- -

	Provision of information and technical assistance to the manufacturers of covered products			-	-	-
	sub-activity 3.1. To prepare and implement energy conservation demonstration projects for: building material production, housing construction, energy efficiency of building, etc.			200,000	200,000	400,000
	sub activity 3.2. To document and analyze demonstration projects specifically to identify: (a) economic costs and environmental benefits, (b) required knowledge and skills, (c) legal issues, (d) institutional capacity gaps, etc.			15,000	30,000	45,000
	. To launch a public information campaign in support of energy conservation based on demonstration projects.			-	60,000	60,000
5.4 Comprehensive Assessment and management plan developed and implemented for industrial and agricultural chemicals in the target regions.	Awareness campaigns, Promotion of Integrated Pest Management in Agriculture to phase out POPs	UNIDO, UNDP, ILO	Government, Private sector, Employers and Workers Federations, Academia, Civil society, EPAs, Provincial Agriculture Departments, WAPDA	300,000	300,000	600,000
	Assessment of hazardous industrial chemicals.			-	-	-
	Operationalisation of the National Implementation Plan for the Phase 2			25,000	500,000	525,000

	Organic Pollutants (POPs)					
	ILO Activity			200,000	200,000	400,000
5.5 Public Private Partnerships promoted to reduce industrial waste effluent pollution through the transfer of proven technologies.	Need assessment of promotion of public private partnership to manage industrial waste, Networking of Industries for Cost effective Waste management, Integrated waste management	UNIDO	Government, Private sector, Academia, Civil society	600,000	400,000	1,000,000
5.6 National Healthcare waste management plans, guidelines and strategy implemented in selected healthcare facilities.	Assessment of health care waste management in each target district hospital, introduction and implementation of National healthcare waste management guidelines in target hospitals including series of trainings aimed for medical staff and hospital sanitary workers.	WHO	Ministry of health (Health service academy), Private sector, academia.	500,000	1,000,000	1,500,000
5.7 Green jobs initiative launched in selected sectors	Assessment and Capacity Building of Green Jobs initiatives introduced in different sectors, Introduction of Model projects for the promotion of Green Jobs	UNIDO, ILO	Government, Private sector, Employers and Workers Federations Chambers of commerce, Academia, Civil society	600,000	400,000	1,000,000
	ILO Activity			250,000	250,000	500,000
Total:				5,499,226	5,082,017	10,381,243

ANNEX B:

ONE UN PROGRAMME IN PAKISTAN – OVERALL GOVERNING STRUCTURE

Pakistan is one of the eight countries in which the UN Country Teams are piloting “delivering as one” initiatives. An important component of that UN Reform effort is the “One UN Programme” that comprises the Joint Programmes and Joint Programme Components through which the Participating UN Organizations will contribute to Pakistan’s socio-economic development.

The following is a succinct description of the governance structure formulated through broad discussions within the UN Country Team, as well as those with national and international stakeholders. UNCT is likely to review this governance arrangement to bring it in compliance with changes due to such factors as the possibility of new UN entities establishing representation in Pakistan, the experimental nature of piloting, the evolving national priorities and the extent of resource mobilization against the resource gaps.

At the overall UN Reform Pilot level, the highest governance body is the **High Level Committee on UN Reform in Pakistan**, established in early 2007. It is the supreme body that brings together Government, UN and development partners. The High Level Committee oversees all aspects of the reform experience in Pakistan, monitoring of its progress, and fine tuning to enhance aid effectiveness. It is chaired by the Prime Minister or his/her representative and consists of main line agencies at the federal level, provincial governments and selected donor representatives, meeting periodically. The High Level Committee determines the programmatic areas of the One Programme Document.

This document focuses on the One UN programme and summarizes the management arrangements at three inter-related levels:

- 1) One UN Programme;
- 2) Joint Programmes; and
- 3) Joint Programme Components

as well as the common instrument for all three, the Pakistan One Fund.

1. One UN Programme

The **One UN Programme** in Pakistan consists of a set of UN joint programmatic interventions planned for the period 2008 to 2010, the initial period of “delivering as one” in Pakistan. During that period, it is expected that about 80% of the resources available with the UN family will be devoted to joint programmes.

The One UN Programme plus the stand-alone interventions of individual UN agencies form the revised UNDAF (United Nations Development Assistance Framework), which is the result of a detailed process of review of the current development context, MDG prioritization, stakeholder analysis and SWOT analysis.

The One UN Programme Document provides details on the joint programmes, the results and resources framework, management arrangements, overall budget and monitoring and evaluation mechanisms.

At the One UN Programme level, there will be two decision-making/advisory bodies:

- Within the UN system in Pakistan, the **United Nations Country Team (UNCT)** consisting of the heads of all agencies, funds and programmes represented in Pakistan is the inter-

agency coordination and decision-making body, led by the Resident Coordinator. Within One UN Programme context, the main purpose of UNCT is to plan, implement, monitor, fine tune and ensure the delivery of tangible results in support of the development agenda of Pakistan.

- Under the High Level Committee (HLC), as its subsidiary body, there will be an **Executive Committee for One UN Programme**, which will normally meet quarterly, to focus on the One UN Programme. Representing the broad constituency of the High Level Committee, the Executive Committee will consist of the Secretary of the Economic Affairs Division (EAD) as Chair, the Resident Coordinator and one donor representing the donor community. Its principal duties are as follows:
 - a) Regarding the *un-earmarked contributions* at the One Program level, it decides on their allocation to one or more Joint Programs in consultation with Line Ministries, national partners, donors and the UNCT.
 - b) In addition, it endorses *allocations to the various Joint Programme Components* within a Joint Programme, based on recommendations and inputs of the respective Joint Programme Steering Committee.
 - c) It initiates the *transfer of funds* to Participating UN Organizations through the Resident Coordinator and the Administrative Agent, based on the recommendations of the JPC Task Forces.
 - d) It receives, and forwards to the High Level Committee, with appropriate comments, *compilation of consolidated narrative and financial reports* as well as the *certified financial statements*.
 - e) It exercises high-level overview of the implementation of the One UN Programme, providing guidance and facilitation, as appropriate.

2. Joint Programmes (JPs)

As constituent elements of the One Programme, five Joint Programmes are being developed (Agriculture, Rural Development and Poverty; Health and Population; Education; Environment; and Disaster Risk Management). The Joint Programme Documents provide details on the various joint programme components, the results and resources framework, management arrangements, JP budget, and monitoring and evaluation mechanisms. The JP Documents are expected to be finalized by end-November 2008.

At Joint Programme level, there will also be three bodies that offer guidance:

- A **Joint Programme Steering Committee (JPSC)** will provide strategic guidance for implementation of the Joint Programme. Each JP, aside from fully addressing the issues within its substantive coverage, also integrates four cross-cutting issues (refugees, human rights, civil society engagement and gender). A Joint Programme Steering Committee will be co-chaired by a Government representative at the level of Federal Secretary (or equivalent) and by a UNCT member (representing the UNCT). The co-Chairmanship in a Joint Programme Steering Committee will not imply any charges to the JP budget. A JPSC includes one representative from each participating UN organization and one representative from each participating national partner. In addition, observers by invitation could include up to two representatives of donors, civil society and other partners as suitable. The JPSCs will normally meet every two months and, inter alia, will
 - a) review and recommend for approval JP documents prepared by the TWGs;
 - b) approve prioritisation of outcomes/outputs, work plans and prioritised resource allocation as required at the JP and Joint Programme Component (JPC) levels;
 - c) oversee advancement of implementation of JPs and make changes if required at the JP levels; and

- d) review and approve financial progress and standard progress reports at the JP level.
- A JPSC, through its subsidiary **JP Finance Sub-Committee**, (consisting of the two Co-Chairs of the JPSC and the TWG Co-Chairs) and based on recommendations of the relevant Thematic Working Group, will take note of donor contributions earmarked to its Joint Programme and make recommendations to the Executive Committee on the allocation of funds to each Joint Programme Component.
 - a) If the Executive Committee endorses the recommended allocation, JPSC communicates this to the Participating Organizations in that JPC.
 - b) If the Executive Committee does not endorse the recommended allocation, it will ask the JPSC to review its recommendation, based on its comments, and re-submit.
- **Thematic Working Groups (TWGs)** were formed early in the piloting process to coordinate the formulation of the JPs. TWGs consist of representatives of the UN entities that participate in the JP, and will remain ready to provide substantive guidance to concerned JPs, ensuring that “delivering as one” happens.

Each JP will have a **UN Convening Agent** to facilitate coordinated programme and financial implementation. Its selection will be based on a comparative advantage and capacity assessment of the interested agencies. A Convening Agent

- a) acts as the secretariat for the JPSC;
- b) facilitates overall programme and financial implementation;
- c) provides inputs to JPSC on the objective application of resource allocation criteria;
- d) promotes synergies across the thematic area and the cross-cutting themes;
- e) prepares and consolidates standard progress reports at the JP level for submission to the UNCT and the AA, while drawing technical assistance from the AA.

3. Joint Programme Components (JPCs)

Joint Programmes are formed of several distinct **Joint Programme Components (JPCs)**. Each JPC is articulated in a document containing the results and resources framework, management arrangements, and budget plus monitoring and evaluation mechanisms.

At JPC level, there will be two bodies for guidance:

- Each JPC will be managed by a **Task Force** which is responsible for joint implementation and promotion of synergies at the JPC level among UN and other participants. Each Task Force will be co-chaired by a Government representative and a UNCT member. Its membership will consist of one representative of each Participating UN Organization and participating national partner (including relevant CSO implementing partners). A Task Force will normally meet every month
 - a) to facilitate the *preparation of annual work plans and associated budgets* at the JP Component level as submitted by the Participating Agencies and ensure conformity with the JP document;
 - b) make recommendations on resource allocation to Participating UN Organizations within the JPC, based on the funds made available to the JPC by the JPSC, and submit them for approval to the JPSC Finance Sub-Committee.
 - c) facilitate overall performance and monitoring of JP Component implementation and make changes if required;
 - d) oversee the *preparation of standard progress reports and financial progress reports* for submission to the JPSC and review and approve financial progress reports and standard progress reports at the JP Component levels for submission to the JPSC; and

- Based on the complexity of a particular JPC, it might be desirable to constitute an **Inter-Agency Working Group** to support the JPC implementation and ensure a strong “UN delivering as one” dimension. It would consist of representatives of the Participating UN Organizations in that JPC.

Based on the complexity of a JPC, the partners involved in that JPC may decide to have a UN **Convening Agent**. It

- facilitates the planning and review of annual work plans;
- promotes synergies across the JPC activities and with all cross cutting themes;
- facilitates overall progress of programmatic and financial implementation of the UN participating entities;
- provides inputs to the JPC Task Force on the application of the resource allocation criteria; and
- prepares and consolidates standard progress reports at the JPC level for submission to the JPSC, drawing on technical assistance from the AA.

4. Pakistan One Fund

The Pakistan One Fund will facilitate and streamline the donor resources directed to the One UN Programme, as well as to simplify substantive and financial reporting. As such, the Pakistan One Fund is a major vehicle for resources mobilization from donors to support the unfunded portions of the One UN Programme and to facilitate the funding of any new initiatives within the context of the One UN Programme.

UNCT has designated UNDP as the **Administrative Agent (AA)** that will administer the Pakistan One Fund for the duration of the One UN Programme, which at present is for the period 2008 - 2010. UNDP will administer the fund in accordance with the UNDP Regulations and Rules. The Memorandum of Understanding signed on 17 June 2008 by all UN Participating Organizations describes in detail the Pakistan One Fund and the role/responsibilities of the Administrative Agent.

The responsibilities of the Administrative Agent include:

- Receipt, administration and management of contributions* from Donors;
- Disbursement of funds to the Participating UN Organisations*, in accordance with the instructions of the Resident Coordinator, on behalf of the HLC Finance Sub-Committee.
- Provide support to the JPSCs and the JPC Task Forces in their reporting functions, as mutually agreed by the respective parties; and
- Compilation of consolidated narrative and financial reports* on Pakistan One Fund to the Executive Committee, UNCT, donors and partners. Participating UN Organizations are responsible for preparing and submitting the reports based on the undg standard narrative reports and financial reports to the Administrative Agent in accordance with the reporting schedule specified below, and in the case of narrative reports through their respective JPC Task Forces and JPSCs. In this, the Convening Agents at the JP and JPC levels will support the Participating UN Organizations, which will report on the specific JP/JPC activities they are responsible for and the related funds they have received.

In terms of reporting, the Administrative Agent will work closely with the RC Office, Convening Agents and Participating UN Organizations as follows:

- Through the Convening Agent, each Participating UN Organization will provide the Administrative Agent with the following financial statements and reports at the One Programme, JP or JPC level, as applicable, using the standard formats approved by the UNCT:

- (a) *Annual financial statements and reports* for the period up to 31 December of that year with respect to the funds disbursed to it from the Pakistan One Fund, to be provided no later than 30 April of the following year; and
 - (b) *Certified final financial statements and final financial reports* from the Participating UN Organizations after the completion of the Programme and including the final year of the Programme, to be provided no later than 30 June of the year following the financial closing of the Programme.
- In addition and again through the Convening Agents, Participating UN Organizations will report to the JPC Task Force, using standard formats approved by the UNCT. Using those reports, each Joint Programme Steering Committee (through the JP Convening Agent, as applicable) will provide the Administrative Agent with the following:
 - (a) JP Annual Narrative Progress Report for that year, no later than 31 March of the following year; and
 - (b) JP Final Narrative Report, no later than 30 April of the year following the financial closing of the JP. The final report will give a summary of results and achievements compared to the goals and objectives of the Joint Programme.

The Administrative Agent will prepare *consolidated narrative and financial reports*, based on the above-mentioned reports, and send them to the Resident Coordinator for onward submission to the UNCT, Executive Committee for One UN Programme and to each donor that has contributed to the Pakistan One Fund, in accordance with the timetable established in the Administrative Arrangement.

The Administrative Agent will also provide the following *financial statements* to the Resident Coordinator for onwards submission to the UNCT, Executive Committee for One UN Programme, Donors and Participating UN Organizations:

- (a) *Certified annual financial statement* for the year ("Source and Use of Funds") by 31 May of the following year; and
- (b) *Certified final financial statement* ("Source and Use of Funds") to be provided no later 31 July of the year following the financial closing of the Pakistan One Fund.

ANNEX C:

Joint Programme Component Logical Framework

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 5: Support for Green Industries, Waste Management, Energy and Jobs			
<p>Outcome:</p> <p>Support for Green Industries, waste management, Energy & Jobs (to contribute to MDG Targets 7A and 7C)</p>	<p>Indicator:</p> <p>Percentage increase in initiatives to promote Green Industries, waste management, energy & jobs</p>	<p>Target:</p> <p>Active participation of stakeholders in targeted areas on Green Industries, waste management, energy & jobs</p>	<ul style="list-style-type: none"> • Development Assistance Database (DAD) – Change between 2008 and 2010
<p>Outputs:</p> <p>1 Strategic environmental assessment (SEA) and Needs Assessment of local industries and resource development activities and proposals</p>	<ul style="list-style-type: none"> • Comprehensive reports available on the domestic industries • Number of industrial sectors covered under SEA • Self Monitoring and Reporting Tools (SMART) adopted by industries. • Identification of technologies both for mitigation and adaptation and their availability for a selected window of industries • No of industries adopting environmental friendly SOPs. 	<ul style="list-style-type: none"> • At least three industrial sectors covered under SEAs • 250 industrial units using SMART programme 	
<p>2 Capacity development and facilitation to adopt Clean Development Mechanisms and Carbon Trade Facilities</p>	<ul style="list-style-type: none"> • Number of projects (industries, Natural Resources Management and energy) applying Clean Development Mechanisms and benefiting 	<ul style="list-style-type: none"> • At least 5 projects covering 3 sectors registered under Clean Development Mechanisms 	<ul style="list-style-type: none"> • Clean Development Mechanisms (CDMs) effectively used for carbon

Summary	Objectively Verifiable Indicator	Means of Verification	Critical Assumptions
JP Component 5: Support for Green Industries, Waste Management, Energy and Jobs			
	from carbon trade facility. <ul style="list-style-type: none"> • Establishment of carbon trust funds. • No of institutions and individuals trained to develop CDM Projects (suggested in TWG Meeting) 		financing
3 Development and implementation of sustainable energy activities, incorporating alternative/ renewable supplies, energy efficiency and equitable access.	<ul style="list-style-type: none"> • SMEs and Households accessing bio-fuel and bio-gas energy. • Number of households having adopted energy efficient technologies in housing construction and house hold appliances • Number of projects promoting alternate energy sources (solar/wind/hydro) for access to energy and productive use of energy • Number of districts and municipalities having adopted energy efficient technologies in housing construction and house hold appliances 	<ul style="list-style-type: none"> • Reliable sustainable energy sources established as part of the local successful sustainable economic development. 	<ul style="list-style-type: none"> • 25% of energy saved through energy conservation measures
4 Comprehensive Assessment and management plan developed and implemented for industrial and agricultural chemicals in the target regions.	<ul style="list-style-type: none"> • Comprehensive assessment of the indigenous industries finalized by 2010 • Operationalization of National Implementation plan for phase out of Persistent Organic Pollutants 	<ul style="list-style-type: none"> • Assessment report available • POPs phase out project initiated 	

Summary	Objectively Verifiable Indicator		Means of Verification	Critical Assumptions
JP Component 5: Support for Green Industries, Waste Management, Energy and Jobs				
5 Public Private Partnerships promoted to reduce industrial effluent pollution through the transfer of proven technologies.	<ul style="list-style-type: none"> • # of agreements signed under Public Private Partnerships to manage industrial effluent • Four (4) Waste disposal units for industrial pollution and municipality waste established and operational. 	<ul style="list-style-type: none"> • Public Private Partnerships established • Four waste disposal units operational 	<ul style="list-style-type: none"> • Agreements • Four waste disposal units 	
6. National Healthcare Waste Management Plans, guidelines and strategy implemented in selected healthcare facilities.	<ul style="list-style-type: none"> • Fifteen target central district hospitals implementing the national healthcare waste management plans. • Five target district implementing the national healthcare waste management plans • Fifteen target central district hospitals implementing the national healthcare waste management plans 	<ul style="list-style-type: none"> • 100% target hospitals implementing national healthcare waste management plans; 	<ul style="list-style-type: none"> • Interviews with hospital staff; Yearly progress reports; review meetings; • Participant evaluation forms; Field surveys, Quarterly progress and interim reports, review meetings, training evaluation forms; 	
7. Green jobs initiative launched in selected sectors	<ul style="list-style-type: none"> • Number of sectors launching green jobs initiatives • Assessment of green jobs initiatives on productivity and environment carried out and disseminated • No. of women groups, workers, employers, civil society and vulnerable groups including refugees involved in developing 	<ul style="list-style-type: none"> • 10 modular enterprises covering 3 sectors implement green jobs initiatives • Assessment of at least two sectors conducted and disseminated 	<ul style="list-style-type: none"> • Technical cooperation agreements with local government institutions and industries • Results of assessment studies 	

<i>Summary</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumptions</i>
JP Component 5: Support for Green Industries, Waste Management, Energy and Jobs			
	participatory plans, regulations and promotion of green jobs.		

ANNEX D: ACRONYMS

CA	Convening Agent
FAO	Food and Agriculture Organization
ILO	International Labour Organization
IAWG	Inter Agency Working Group
JPSC	Joint programme Steering Committee
JP	Joint Programme
JPC	Joint programme Component
TF	Task Force
UN-HABITAT	United Nations Human Settlements Programme
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Education, Science and Culture Organization
UNIDO	United Nations Industrial Development
UNCT	United Nations Country Team
WHO	World Health Organization