

Annual Work Plan 2014

Project Title:	5th Operational Phase GEF Small Grants Program in Pakistan
OP/Country Programme Outcome:	Vulnerable population, benefits from improved sustainable environmental practices include in Climate Change, mitigation and adaptation
Country Programme Output: <i>(Those linked to the project and extracted from the CPAP)</i>	Climate Change adaptation and mitigation strategies developed at local level by private sector, academia Civil Society including women’s group
Project Outputs: <i>(Those that will result from the project and are taken from the Project Strategy)</i>	<ol style="list-style-type: none"> 1. Improved sustainability of protected areas (PA) and biodiversity mainstreamed in landscapes and seascapes of Pakistan’s Indus Delta 2. Demonstration, deployment, and transfer of renewable energy and energy efficient technologies and approaches, and promote conservation and enhance-ment of carbon stocks. 3. Cross Cutting Capacity Development and Knowledge Management.
Implementing Partner:	UNOPS
Responsible Parties:	UNDP

Project Brief Description																					
<p>The project’s objective is to ensure a mosaic of land uses and community practices across the rural landscape (including small urban cities) that provide sustainable livelihoods while generating global benefits for biodiversity and climate change mitigation. The baseline project is comprised primarily of NGO and CBO implemented programs in Pakistan relevant to biodiversity and climate change, but without the strategic and technical inputs to enable to achieve local, national and global benefits. The GEF funded alternative to the baseline will address barriers to community-based biodiversity conservation and climate change mitigation. In doing so, the project will support measures to improve community-based management of PA, mainstream biodiversity management objectives into community-level land and resource management planning, and support measures to avoid GHG emissions by improving the adoption of energy efficient and renewable energy technologies and sequester Carbon by restoring natural forests through community-based efforts. This project’s strategy is to build on SGP Pakistan Indus Delta focus by consolidating past gains in community-based conservation and sustainable development and scaling-up efforts to reach more communities across the Indus Delta region, and in other parts of Pakistan.</p>																					
<p>Programme Period: 2013-2017</p> <p>Atlas Award ID: 000062085 Atlas Project ID: 00081556</p> <p>Start date: July 1st 2011 End Date: June 30th 2015 Management Arrangements: Agency Execution</p> <p>PAC Meeting Date: 05 May 2011 Project Board Meeting Date:</p>	<table border="0" style="width: 100%;"> <tr> <td>2014 AWP budget:</td> <td style="text-align: right;"><u>USD485,184/-</u></td> </tr> <tr> <td>Total resources required</td> <td style="text-align: right;"><u>USD485,184/-</u></td> </tr> <tr> <td>Total allocated resources:</td> <td></td> </tr> <tr> <td>• Regular</td> <td style="text-align: right;"><u>USD120,000</u></td> </tr> <tr> <td>• Other:</td> <td></td> </tr> <tr> <td> o GEF</td> <td style="text-align: right;"><u>USD365,184/-</u></td> </tr> <tr> <td> o Donor</td> <td style="text-align: right;">_____</td> </tr> <tr> <td> o Donor</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>Unfunded budget:</td> <td style="text-align: right;">_____</td> </tr> <tr> <td>In-kind Contributions</td> <td></td> </tr> </table>	2014 AWP budget:	<u>USD485,184/-</u>	Total resources required	<u>USD485,184/-</u>	Total allocated resources:		• Regular	<u>USD120,000</u>	• Other:		o GEF	<u>USD365,184/-</u>	o Donor	_____	o Donor	_____	Unfunded budget:	_____	In-kind Contributions	
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Agreed by [Implementing Partner – NPD - NIM projects only]:

Agreed by UNDP (CD / DCD-P):

I. ANNUAL WORK PLAN 2014

Project ID 81556_____ Project Title:5thOperational Phase GEF Small Grants Programme in Pakistan

EXPECTED OUTPUTS/ OUTCOMES <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Outcome 1 Improved sustainability of protected areas (PA) and biodiversity mainstreamed in landscapes and seascapes of Pakistan's Indus Delta</p> <p>Indicators:</p> <p>1. % METT Score improvement in four PA provides increased protection of globally significant species and habitats in Indus Delta, Baluchistan & Himalayan region.</p> <p>2. # of guidelines and mechanisms for civil society engagement in community-managed PA.</p> <p>3. # Of community-based</p>	<p>Sub-output1. Improved management effectiveness of PA.</p> <p>1. Activity Result: Grants awarded to 10 NGOs. - Action: 1st Instalment was released upon MOA signature in Dec 2013 - Action 2: 2nd & final Instalment will be released upon submission of progress reports of 1st & 2nd quarter respectively</p>	x	x	x	x	SGP Grantees	GEF	\$72600	\$380025

<p>initiatives for species conservation within PA.</p> <p>Baseline: ZERO</p> <p>Targets:</p> <ul style="list-style-type: none"> . METT scores increase by 30%, indicating improved management of 4 PAs. . At least 10 sets of guidelines and 10 sets of mechanisms for civil society engagement in community managed PAs. . At least 4 by the end of project. . 15000 ha forest and 3 rural landscapes . Improved management for biodiversity conservation of 15000 ha of mangroves systems. 	<p>Sub-output 2. Increased area of sustainably managed biodiversity in community managed seascapes and landscapes.</p> <p>Activity Results: Grants awarded to 9 NGOs.</p> <ul style="list-style-type: none"> - Action: 1st Instalment was released upon MOA signature in Dec 2013. - Action 2: 2nd & final Instalments will be released upon submission of progress reports of 1st & 2nd quarter respectively 	x	x	x	x	SGP Grantees	GEF	\$72600	\$307078	
	<p>Activity results: Training of FCOs on mangrove forestry</p>		x				SGP	GEF	\$75700	\$10000
	<p>Action- Preparation of Training and Trainer TORs. Action Points. Hiring of Consultant. Preparation of Training Modules and Session Plans</p>									
	<p>Action- . Nominations of Participants and Venue arrangements- Conduct Trainings and Compile training report.</p>							GEF	\$72600	
	<p>Activity Result: Trainings of FCOs for importance of mangrove conservation</p>			x			SGP	GEF	\$75700	\$5000

	Action- Preparation of Training and Trainer TORs. Action Points. Hiring of Consultant. Preparation of Training Modules and Session Plans								
	Action- . Nominations of Participants and Venue arrangements- Conduct Trainings and Compile training report.								
	2.2.3 Trainings of communities on sustainable use of mangrove biodiversity			x		SGP	GEF	\$75700	\$5000
	Action- Preparation of Training and Trainer TORs. Action Points .Hiring of Consultant. Preparation of Training Modules and Session Plans								
	Action- . Nominations of Participants and Venue arrangements- Conduct Trainings and Compile training report.								

<p>Outcome 2. Demonstration, deployment, and transfer of renewable energy and energy efficient technologies and approaches, and promote conservation and enhancement of carbon stocks.</p> <p>Indicators:</p> <ul style="list-style-type: none"> . No of CBOs and NGOs completing training to design and build low carbon Housing using EE Materials. . No of knowledge platforms on EE Tec adoption established to share lessons learned among CBOs and CSOs. 	<p>Sub Out-puts: Increased adoption of EE technologies in community based industry and building sector.</p> <p>Activity Results: Grants awarded to 4 NGOs</p> <ul style="list-style-type: none"> - Action: 1st Instalment was released upon MOA signature in Dec 2013 - Action 2: 2nd & final Instalments will be released upon submission of progress reports of 1st & 2nd quarter respectively 	x	x	x	x	SGP GRANTEES	GEF	\$72600	\$199108
<ul style="list-style-type: none"> . No of public private NGOs able to identify properly benefits of EE products and Technologies. . No of homes using solar energy products as a result of grantees effort. No of homes using fuel efficient stove via up scaling support of project .Tons C sequestered in 5000 	<p>Sub Out-Put 2: Increased adoption of renewable EE technologies at community level.</p> <p>Activity Results: Grants awarded to 18 NGOs</p> <ul style="list-style-type: none"> - Action: 1st Instalment was released upon MOA signature in Dec 2013 - Action 2: 2nd & final Instalments will be released upon submission of progress reports of 1st & 2nd quarter respectively. 	x	x	x	x	SGP GRANTEES	GEF	\$72600	\$626734

<p>ha of restored tropical dry forest</p> <p><i>Baseline:</i> ZERO</p> <p><i>Targets:</i></p> <ul style="list-style-type: none"> . At least 100 by the end of project with at least 20% of these to be led by women. . At least 1 knowledge platform on EE technology adoption establish to share lessons learned among SBOs and CSOs . At least 50 by the end of project 20% of this target no of NGOs to be led by women . At least 7000 solar products by the end of project. . At least 2500 EE Stoves by the end of project. . 138000 tC over 10 years or 506460 tCO 2 a 	Sub output3. Carbon stocks increased through sustainable use of land, land use changes and forestry								
	Activity result: Development of Training Manual and Modules			x					\$5000
	Action-2 Hiring of Consultant					SGP	GEF	\$74200	
	Action-1 Preparation of training Modules								
	Activity result: Identification and Selection of 100 CBOs/NGOs			x					\$3000
	Action-1 Survey for Identification					SGP	GEF	\$74500	
	Action-2 Workshop and Finalization of Selection of CBOs and signing of MOUs								\$1500
	Activity result: Identify and Select organizations			x					
	Survey for Identification					SGP	GEF	\$74500	
	Action								
Activity result: Capacity building of organizations on the benefits of EE technology			x						
Action-Hiring of Consultant					SGP	GEF	\$72600	\$20000	

	A-Prepare Training plans and Modules and compile report								
	Activity result: Selection of and MoU with University for EE Resource Centre			x					\$10000
	Actions: Meeting with Universities heads or concerned persons and inform them of SGP Projects					SGP	GEF	\$74500	
	Actions: Signing of the MOU with concerned university								
	Activity result: Establishment of Resource Centre				x				\$30000
	Display the material of SGP products at university level for further improvement of products					SGP	GEF	\$75700	
	Organize the workshops at university level								
Outcome 3. Cross Cutting Capacity Development and Knowledge Management. <i>Indicators: Sub output 1 :No of new grants that replicate consolidated approaches (BD/CC) by the year 4. . Percent increase an amount of co-funding for Pakistan SGP by year 3. . No of Governors who launch</i>	Sub Out-Put 1: Increased capacity of SGP stakeholders to diagnose and understand the complex and dynamic nature of global environmental problems and to develop local solutions.								
	Activity Result: Record and publish the best practices				x	SGP	GEF	\$74200	\$12000

<p>community based partnership SGP by year 4. Sub output 2. No of SGP grantees participating in Monitoring and Evaluation Training, Percent increase in knowledge before and after training. <i>Baseline: ZERO</i> <i>Targets:</i> . Consolidated approaches (BD/CC) replicated in at least 30 new grants by end of yr. . . 50% increase in amount of co-funding for Pakistan SGP by year 3 . At least 2 governors launch community based partnership SGP initiatives yr 4. At least 80 Community groups/grantees participating in the training. Improvement of 30% in level of knowledge on fundamentals of monitoring and evaluating</p>	Inscription, fabrications and construction etc of resource in an unpublished form.								
	Printing, duplicating and casting etc of resource in published form								
	Activity Result: Organize Fair/Mela for demonstration of best practices				x	SGP	GEF	\$75700	\$25000
	Demonstration and exhibition of SGP products								
	invitation to Govt. and other stake holders								
	Activity Result: Establish Partner network	X				SGP	GEF	\$71600	\$10000
	TORs and Registration of new partners network								
	Preparation of Guidelines and SOPs for new network								
	Activity Result: Capacity building of the network for continuation of the interventions implemented by the grantees under this project		x	x	x	SGP	GEF	\$74500	\$10000
	Adapt to funding environment, attracts necessary resources, manage relationships with donors, and strengthen organizational system.								
Action									

	Sub-Output 2: Enhanced capacities of SGP grantees to monitor and evaluate their projects and environmental trends		x							
	Activity Result: Selection of community groups					SGP	GEF	\$75700	\$2000	
	Survey for Identification									
	Action									
	Activity Result: Develop workshop session plans and material		x			SGP	GEF	\$75700	\$3000	
	Action- Preparation of Training and Trainer TORs. Action Points. Hiring of Consultant. Preparation of Training Modules and Session Plans									
	Action									
	Activity Result: Organize workshops		x	x	x	SGP	GEF	\$75700	\$15000	
	Action- Preparation of Training and Trainer TORs. Action Points. Hiring of Consultant. Preparation of Training Modules and Session Plans		x	x	x					
	Action		x	x	x					
TOTAL										

II. MONITORING PLAN 2014

(Include all monitoring and evaluation activities/events)

Project ID: 81556 Project Title: 5th Operational Phase GEF Small Grants Program in Pakistan

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
Obtained from the CPAP and project Results Frameworks)	Obtained from the CPAP and project Results Frameworks)	At the project start date	At the project end date	Specific publication, evaluation, survey, field observation, interviews, etc.	Monthly, quarterly, annually, etc.	Staff member responsible for collecting and reporting data	Estimated cost of collecting and reporting data	Any risks or assumptions concerning data collection
Output 1. Improved sustainability of protected areas (PA) and biodiversity mainstreamed in landscapes and seascapes of Pakistan's Indus Delta	Number of hectares and rural landscapes with improved management practices that incorporate biodiversity objectives.	Zero	500 Acres.	Grant proposals; Field monitoring verifies area of work through stakeholder interviews.	Quarterly Reports	NPC/ M&E Associate		Communities will continue to see the value of improved, biodiversity-oriented management to their bottom line economic needs.
	# of hectares of mangrove systems with improved management of biodiversity conservation.	Zero	5000 acres	Grants Proposals; new management practices demonstrated through field visits.	Quarterly Reports	NPC/ M&E Associate		
	Number of CBOs and NGOs completing training		At least 100 by end of	Training records;	Quarterly reports	NPC/ M&E Associate		

	to design and build low-carbon housing using EE materials.		project. With at least 20% of these to be led by women.	Field interviews.		NPC/ M&E Associate		
	Number of knowledge platforms on energy efficient technology adoption established to share lessons learned among CBO and CSO.		At least one knowledge platform on energy efficient technology adoption established to share lessons learned among CBOs and CSOs.	Review of knowledge platform; website design where knowledge platform exists.	Annual Reports	NPC/ M&E Associate		Communities are interested in participating in the process.
Output 2. Demonstration, deployment, and transfer of renewable energy and energy efficient technologies and approaches, and promote conservation and enhancement of carbon stocks.	Number of homes using solar energy products as a result of grantee efforts.		At least 3,000 by end of project.	Grantee reports; home surveys done under each grant.	Quarterly Reports	NPC/ M&E Associate		Energy prices will continue to provide incentives for adoption of renewable energy technology.
	Number of homes using fuel efficient stoves via up-scaling support of project.		At least 5,000 by end of project.	Records of number of stoves to which stoves were distributed; field interviews	Quarterly Progress Reports	NPC/ M&E Associate		
Output 3. Cross Cutting Capacity Development and	# of new grants that replicate consolidated approaches (BD, CC) by		Consolidated approaches (BD, CC)	Number of Grants	Actual Grants	NPC/ M&E Associate		Community based organizations

Knowledge Management.	year 4.		replicated in at least 30 new grants by end of year 4.					able to expand their perspectives to include consolidated approaches.
	% increase in amount of co-funding for Pakistan SGP by year 3.		50% increase in amount of co-funding for Pakistan SGP by year 3.	CO-Funding by NGOs/CBOs	Co-finance indicates in Proposals/ Co funding Agreements	NPC/ M&E Associate		
	Number of SGP grantees participating in monitoring and evaluation training; % increase in knowledge before/after training.	Grantees not yet trained.	At least 80 community groups/ grantees participate in training; Improvement of 30% in level of knowledge on fundamentals of monitoring and evaluating. Note: At least 20% of these groups to be led by women.	Training records; Before/after quiz results.	Quarterly Reports	NPC/ M&E Associate		SGP grantees will have the discipline and inclination to monitor their project's progress.

III. RECRUITMENT PLAN 2014

(Include all the recruitments envisaged by the project in AWP 2014 - including national and international staff positions that are vacant or newly created)

Project ID: 81556 Project Title: 5th Operational Phase GEF Small Grants Program in Pakistan

#	Post Title	National/ International	Level of Post	Proforma Cost per year (US\$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Contract Modality (TA/FTA/SC/ NIMU/Govt)	Reporting to/ Supervisor	Duty Station	Contract Start Date	Contract End Date
1.	Program Associate	National	SB4	16000	SGP/UNOPS	SC	NPM	GEF SGP Office Hyd	01 January 2014	30 June 2014
2.	Driver	National	SB1	6000	SGP/UNOPS	SC	NPM	GEF SGP Office Hyd	01 January 14	30 June 2015

IV. PROCUREMENT PLAN 2014

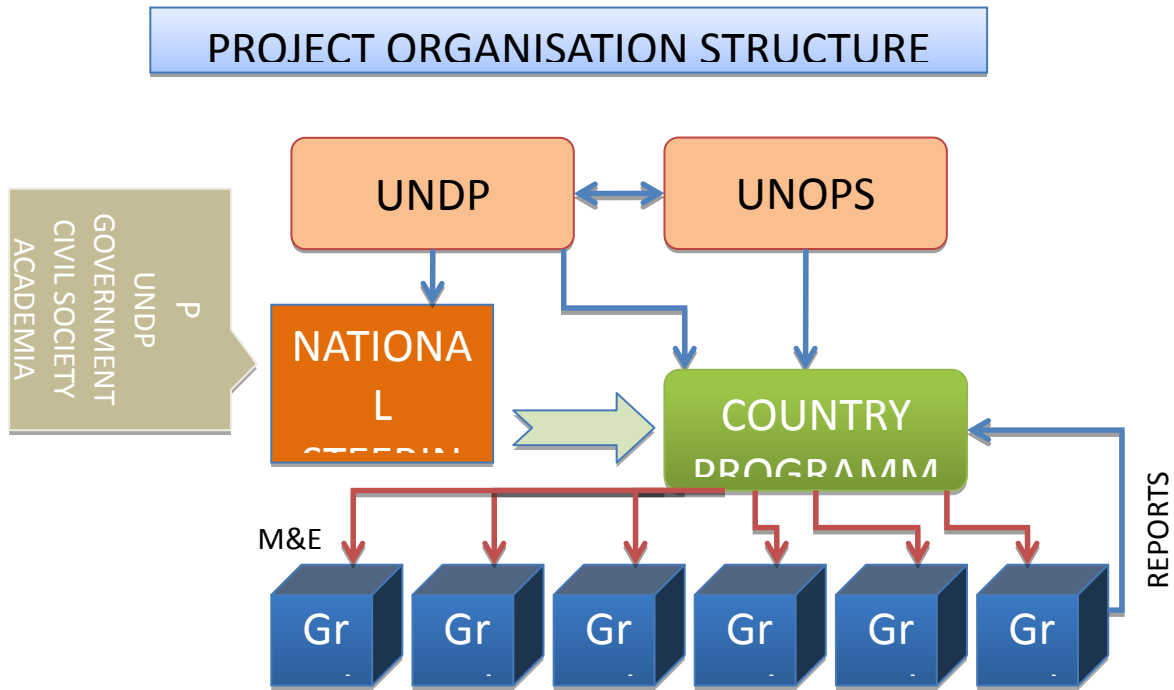
(Include all local and international procurements valued at or above \$ 2,500 envisaged in AWP 2014 – including goods, assets, services and works)

Project ID: 8155 Project Title: _____

#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/EAD / IP/PMU etc)	Invitation Type (EFP, RFA, ITB, etc)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1.	Laptops/Computers access	Goods	5000	UNOPS/SGP								SGP
2.	Office Security Equipments	Goods	4000	UNOPS/SGP								SGP
3.	Office Furniture	Goods	2500	UNOPS/SGP								SGP

Management Arrangements

UNOPS as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations security management system.



VI. PLANNING, MONITORING AND REPORTING

The project will follow the following planning, monitoring and reporting cycle during the year. *As necessary, add the target dates monitoring visits, spot checks, evaluations and other missions by donors or other stakeholders.*

Timeline /Target Date	Activity	Primary Responsibility
1 November 2013	Prepare draft Annual Work Plan 2014 and budget and present at UNDP annual retreat on 4-5 November 2013	Project Manager
11 November 2013	Review of AWP for Quality assurance, alignment with CPAP and UNDP priorities, results orientation and resource availability	ACD UNDP and Program Officer
30 November 2013	Organise Project Steering Committee to: a) Review of project contribution to results and financial delivery 2013; b) Review and endorsement of AWP 2013	Project Director/ Project Manager
6 December 2013	Submit signed AWP and, where applicable in NIM projects, Letter of Service, to UNDP for final review and signature by UNDP	Project Director/ Project Manager
6 December 2013	Submit draft Annual Progress Report 2013, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learnt, to UNDP	Project Director/ Project Manager
13 December 2013	Approval of AWPs and LOS by UNDPs	ACD UNDP and Program Officer
31 December 2013	Review and provide feedback on the project APR to NPM	ACD UNDP and Program Officer
31 January 2014	Submit final Annual Progress Report 2013 to UNDP	Project Director/ Project Manager
28 February 2014	Annual audit of the project	SMU-UNDP
30 April 2014 31 July 2014 31 October 2014	Quarterly Progress Reports, including: a) Report on project progress and financial delivery b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation)	Project Manager
15 July 2014	Organise Project Steering Committee (Mid-year review of project progress and, if needed, revision of the AWP)	Project Director/ Project Manager
30 November 2013	Organise Project Steering Committee to: c) Review of project contribution to results and financial delivery 2013; d) Review and endorsement of AWP 2013	Project Director/ Project Manager

VII. LEGAL CONTEXT

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

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

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹.

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

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

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

[UNDP] [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]² [UNDP funds received pursuant to the Project Document]³ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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

² To be used where UNDP is the Implementing Partner

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

ANNEXES

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

OFFLINE RISK LOG

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



Project Title:					Award ID:		Date:		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
1	Enter a brief description of the risk	When was the risk first identified	Environmental Financial Operational Organizational Political Regulatory Strategic Other	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I =	What actions have been taken/will be taken to counter this risk	Who has been appointed to keep an eye on this risk	Who submitted the risk	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
2	Climate change and variability may have unpredictable impacts on the project's biodiversity conservation work results.		Environmental	Text P =3 I = 3	Grants will be made with climate risks in mind, and steps will be taken to minimize and adapt. The project's focus on strengthening a new type of decentralized protected area tool (community based PA) in Pakistan makes particularly good sense given the need to strengthen the resilience of conservation tools in the face of climate change. Resilience is strengthened in part by ensuring a range of approaches and tools are used to conserve and	NPC	June 2011	June 2011	no change

					sustainably utilize biodiversity.				
3	The destruction wrought by the flooding in the Indus Basin may hamper community development work for years to come.		Environmental	Text P = 3 I = 3	Every risk is also an opportunity and this risk will be approached as a chance to help communities begin anew in many cases with new capacities to achieve sustainable livelihoods and generate global benefits. The project emphasis upon adaptive management will help the community groups respond to the uncertainty associated with the aftermath of this disaster.	NPC	June 2011	June 2011	no change
4	A grantee may fail to complete a project and therefore fall short of its targets. Grantees have widely varying levels of technical and management capacity.		Operational	Text P = 3 I = 3	Risks will be mitigated by consistent oversight and monitoring of the project portfolio in Pakistan by UNDP-GEF and CO. For example, the project will work with all grantees to help them maintain appropriate rates of disbursement, link grantee partners in peer-to-peer learning groups, and work in a flexible manner that responds to the strengths of each grantee. The project will mitigate this risk by supporting replication of good practices for global/local benefits.				
	Communities in the project		Environmental	Text	Grant proposals will not be approved if they do not	NPC	June 2011	June 2011	no change

	region may not perceive the benefits of proposed measures and view them as conflicting with their own livelihood development priorities.			P = 3 I = 3	have the full support of local communities, as evidenced by required letters of support from local leaders of respective involved communities. The project emphasizes the importance of local engagement and initiative. Most of Outcome 3 is designed to catalyse this and involve the people in the activities of the project from the outset, thereby developing an understanding and an acceptance of the various measures undertaken.				
	Grantees may not, in the end, meet their co-funding obligations under each small grant proposal.		Operational	Text P = 3 I = 3	Small grant applicants will be required to provide credible evidence of the realistic nature of their co-funding in the form of financial audit statements or letters from primary co-funders. Grantees will also be encouraged to form partnerships with well-established governmental and private sector entities with proven track records.	NPC	June 2011	June 2011	no change