



UNITED NATIONS
PAKISTAN
اتحاد متحدة پاکستان



UNITED NATIONS SUSTAINABLE DEVELOPMENT FRAMEWORK FUND FOR PAKISTAN

Providing life-saving and transformative assistance through the humanitarian-development nexus

Final Report



REPORTING PERIOD: 1 JANUARY 2018 – 31 DECEMBER 2022

CONTENTS

EXECUTIVE SUMMARY	3
INTRODUCTION	5
FUND ACHIEVEMENTS AND RESULTS	7
SUMMARY OF RESULTS ACHIEVED BY THE NAWAY WRAZ PROGRAMME	8
PROGRESS AGAINST OUTCOMES.....	12
SUMMARY OF RESULTS ACHIEVED BY THE “LIVING RIVER INITIATIVE- ECOLOGICAL RESTORATION OF THE INDUS RIVER BASIN FOR A CLIMATE RESILIENT FUTURE” PROGRAMME.....	18
PROGRESS AGAINST OUTCOMES.....	19
RISK MANAGEMENT	20
LESSONS LEARNED FOR THE NAWAY WRAZ PROGRAMME	22
STRATEGIC AND STRUCTURAL INVESTMENT LEVEL:	22
OPERATIONAL LEVEL:	23
PROGRAMMATIC CONTEXT AND PROSPECTS:	23
RISK INFORMED PROGRAM MANAGEMENT:	24
LESSONS LEARNED FOR THE LIVING INDUS PROGRAMME	24
MONITORING AND EVALUATION	25
MEL FRAMEWORK TOOLS	25
TESTIMONIALS OF KEY COUNTERPARTS.....	28
ANNEX: 2022 ANNUAL REPORT.....	29

EXECUTIVE SUMMARY

United Nations Sustainable Development Framework for Pakistan (UNSDF), also known as the Pakistan One United Nations Programme III (OP III) 2018-2022¹ has been a medium-term strategic planning document that articulated the collective vision and response of the UN system to Pakistan's national development priorities. It highlights activities implemented in partnership with the Government of Pakistan, as well as in close cooperation with international and national partners, and civil society.

The UNSDF Fund for Pakistan is a common fund mechanism to mobilize and allocate additional resources at the country level in a simplified and coherent manner, which is consistent with the overall purpose of the One UN Initiative, and to fund activities under the UNSDF/OPIII. This arrangement is subscribed to by all members of the UN Country team (hereafter referred to as the Participating UN Organisations) in Pakistan. Other UN Organisations may wish to join this funding arrangement in the future.

The UNSDF Fund is also a common fund mechanism to mobilize and allocate additional resources for projects and programmes that support humanitarian-development nexus and the New Way of Working such as the FATA Transition Framework. The UN Resident Coordinator (hereinafter referred to as RC) has delegated authority to establish the necessary coordination structures to oversee its implementation; with progress shared with the Oversight Committee.

The objective of the UNSDF Fund was to support investment in SDG acceleration and transformative change with joint resource mobilization, allocation, and disbursement of donor resources to the UNSDF/OPIII under the direction of the RC. The fund was expected to reduce fragmentation and transaction costs, address unproductive competition, facilitate scale and partnerships, provide incentives for pursuing system-wide priorities, strategic positioning, and coherence to achieve national SDG commitments.

Through the UNSDF fund the Khyber Pakhtunkhwa (KP) Merged Districts Support Joint Programme has been led and co-ordinated by the UN Resident Coordinator's Office (RCO), who oversaw the work of the implementing UN agencies: Food and Agriculture Organisation (FAO), United Nations Children's Fund (UNICEF), United Nations Entity for Gender Equality and Empowerment for Women (UN Women) and the United Nations Development Programme (UNDP). The Foreign, Commonwealth & Development Office (FCDO) formerly known as DFID Pakistan is the first DFID office globally to invest in 'an empowered RC and strengthened RCO' at the country level. The Programme aimed at supporting the people of Newly Merged Districts (NMDs) and the Government of KP (GoKP) for improved agriculturally based livelihoods and access to basic social services, strong governance, gender mainstreaming and women's access to socio-economic services. The programme focused on contributing to 'humanitarian to development' transition and technical assistance that lays the groundwork for longer-term institutional reforms for the region. This innovative approach aimed to increase accountability, coordination, and synergies between UN agencies. The programme reached 3.69 million people – 2.06 million men and boys (56%), 1.44 million women and girls (40%), and 162,731 persons with disabilities (4%) – including 2.6 million people on COVID-19 prevention awareness.

Progress was grounded on synergies between programme partners, the creation of coordination mechanisms, active engagement with government counterparts at the provincial and district levels, managing risks, developing and using tools to safeguard beneficiaries, ensuring transparency and monitor implementation.

Under Outcome 1 ("Coordination"), the programme witnessed consistent improvements in collaboration, upholding the core principles of 'do no harm', 'leave no one behind', and the shift from joint to 'integrated' planning. UN RCO strengthened its coordination, leadership, management, and oversight role, fostering collaboration and providing cross-cutting support on advocacy, stakeholders' engagement, safeguarding, beneficiary engagement and conflict sensitivity. The field visits by UN RCO team influenced the quality of service delivery, bridged coordination gaps with line departments and augmented Grievance Redressal Mechanism (GRM) visibility in the field. The centralized GRM system gave unprecedented power and vigilance to the beneficiaries to closely monitor different aspects of the programme implementation and feel included at the same time.

Demonstrating the leadership, the UNRCO developed results-based reporting templates with rag rating criteria built in to hold agencies accountable on their workplans.

¹ Different from legacy Pakistan One Fund (<https://mptf.undp.org/fund/pk100>)

Narrative reports (financial, physical) were performed quarterly, along with separate annexures on risk registers, due diligence, quality dashboard, asset registers, contextual analysis on political economy, value for money reports and these were collated, quality assured in terms of being results-based, aided all stakeholders to keep track of programme efficiency and effectiveness.

Under Outcome 2/Pillar 1 (“*Resilience and Recovery*”), the key component of the programme was to uplift people of the poverty-hit region (NMDs) by restoring and strengthening their livelihoods which were lost due to displacement. Agriculture is the main source of livelihood in the area, therefore, FAO worked with communities especially women farmers to diversify and improve quality and yield. Besides food insecurity, the crops and farms in the region are prone to impacts of climate change, therefore, the programme interventions focused on promoting climate-resilient agriculture practices. For farmers to achieve higher productivity and cope with climate change impacts, improved quality of agriculture inputs (seeds, fertilizers, tools) and technical guidance was provided to both farmers and the concerned institutions. In collaboration with academia, research pieces on Agro-Ecological Zoning and climate smart profiling of villages have been implemented to improve the planning capacity of green sector line departments.

On WASH and protection, rehabilitation of 85 Drinking Water Supply Schemes (DWSS) to provide sufficient and safe water at the doorstep of households has eased lives of communities in NMDs, especially of women and girls. Feedback from the community shows a significant decline in their commute to access drinking water, improved hygiene due to the availability of adequate water and extra time saved, which is invested in other productive activities. 9,296 latrines have been constructed in total, benefitting 65,072 individuals. Due to the special emphasis laid on behavioral change and promoting hygiene practices, 86% of the target population were sensitized about risks involved in open defecation practices and are currently using and properly maintaining the latrine facilities. Birth Registration had its lowest rates in the NMDs at less than 1% but has now improved to 14.6% (MICS 2007). Likewise, 4,000 out of 10,000 women that helped with the Computerized National Identity Card (CNIC) registration were linked with available basic social services besides creating awareness on importance of CNIC.

In terms of Outcome 3/Pillar 2 (“*Basic Social Services*”), UNICEF played a key role in developing the first-of-its-kind Policy for Alternative Learning Pathways (ALPs) and a corresponding Programme Implementation Unit (PIU), which attracted other donors to pool funding. 100% (650) of the Parent Teaching Committees (PTC) were notified/activated. All these committees have access to public funding for school improvements. 55 lower secondary schools/elementary schools were operationalized and made functional, with the support of UNICEF, thereby, benefitting 1,838 girls and 63 female teachers. The 2020 Annual School Census has been concluded by the Education Monitoring Authority (EMA), and data is being collated and analysed. About 15 health facilities in five districts have been rehabilitated, equipped with materials, staffed, equitably distributed, and made functional during this programme. These are now providing 24/7 emergency obstetric care in the NMDs. As many as 8,324 safe deliveries and 22,329 antenatal care visits took place in these health facilities. This was done together with provision of food supplements for malnutrition and lactating women. This has positively contributed towards making people resort to health facilities, especially women. A total of 8,646 children were vaccinated against measles (first dose) in the programme catchment area of target facilities. This can be seen by a comparative analysis between intervention and non-intervention areas. For example, measles coverage reached 97% in the intervention geographical areas. The operating environment was challenging for immunization programmes considering a difficult physical terrain, vaccinator strikes, a strained geopolitical situation, and operational challenges in the context of COVID-19.

Under Outcome 4/Pillar 3 (“*Governance and Economic Growth*”), holistic technical assistance was provided to create infrastructure, key frameworks and official capacity despite setbacks posed by postponed local government elections. UNDP under the KPMD support programme provided technical support to GoKP on institutional integration and strengthening, development planning and knowledge generation. UNDP contributed to all key documents and plans that translated the merger into actionable agenda. In order to deliver on the national commitment of over Rs 1 trillion in development spending over a decade, UNDP supported the development of the 10-year Tribal Decade Strategy and the 3-year Accelerated Implementation Programme (AIP). Technical assistance was also provided to improve administrative processes for the implementation of the Accelerated Implementation Program (AIP). Additionally, UNDP contributed to the Programming Approaches/ Analytics and Measures Framework (PAMFRAME), Special Emphasis Programmes (SEP), Augmented Implementation Mechanisms (AIM) and Vital Economic Operations Management (VEOM). Under the Safeer-e-Baladiyat Programme, UNDP took onboard 120 youth ambassadors to engage and inform communities about the local government and elections through civic engagement campaigns. As

a result, 8.5 million people from KP including merged areas were reached and voted via mobile phones for budget priority, 2019-20.

The remaining funds available under the UNSDF fund were utilised as the seed money to the programme “Living River Initiative- Ecological Restoration of the Indus River basin for a climate resilient future”. In Pakistan, one single complex river system defines its future well-being, the River Indus Basin which is the lifeline of Pakistan. The Indus Basin is under threat from the triple assault of climate change impact, pollution and biodiversity loss. In December 2021, the Prime Minister’s Committee on Climate Change approved the launch of a major new initiative for the ecological restoration of the Indus River Basin for a Climate Resilient future. It was envisaged that Pakistan needs a vision and an Indus Basin Master Plan (IBMP) to conserve the resource base, use it wisely and restore the ecosystem. The Special Adviser to the Prime Minister on Climate Change highlighted the need and advocated for developing Pakistan’s adaption plan to climate change.

This Master Plan envisioned to unite existing initiatives, cover gaps, identify framework for climate financing followed by a national communication strategy for its implementation. FAO’s technical team supported the Ministry of Climate Change in development of a Master Plan for the ecological restoration of Indus River Basin and build their capacity in terms of governance arrangements for transboundary river basin management.

A comprehensive Living Indus Document (LID) was developed in consultation with the Ministry of Climate Change, federal and provincial governments. The LID identified and proposed key interventions required for ecological restoration of Indus River Basin. The interventions encompassed existing initiatives by the federal and provincial government and its development partners, identified the gaps, proposed new actions and sought new Climate Finance and Nature Based Solutions. A living document on the initiative was developed after extensive provincial and federal consultations and was presented to federal and provincial governments for review and endorsement.

INTRODUCTION

The 2030 Agenda for Sustainable Development calls for a paradigm shift that helps put the world on a path of sustainable development by 2030. Reaching the Agenda’s 17 Sustainable Development Goals (SDGs) will require collective efforts from all actors in society to help attain global prosperity and sustained peace by 2030. The goals respect planetary boundaries and ensure that all people can enjoy the benefits of sustained progress in an equitable manner while living in peaceful, just and inclusive societies.

In Pakistan, the UNSDF/OP III provides the broader framework for UN support for the Government’s pursuit of the SDGs. Leveraging its key roles – as a convenor of diverse stakeholders, an advisor on development, a promoter of international best practice, and an advocate for leaving no one behind – the UN system in Pakistan will work to influence change and partner with a range of stakeholders. By ‘Delivering as One’, UN agencies in Pakistan will seek to strengthen national and sub-national capacities; provide high-quality policy advice and technical assistance; support the collection and analysis of disaggregated data; and focus on overcoming bottlenecks and barriers to ensure that development reaches key populations.

The UN System in Pakistan has a long history of pioneering coordinated programming through the implementation of General Assembly resolutions on strengthening coordination and collaboration at the country level, including through pooled funding instruments.² This Terms of Reference (ToR) initiates a new phase of the UNSDF Fund (the UNSDF Fund) to support the 2018-22 UNDAF, hereby referred to as UN Sustainable Development Framework UNSDF/OPIII. The Fund promotes coherence and integration and aligns with the Secretary-General’s call to increase joint activities through pooled funds.

The One UN Initiative in Pakistan has been implemented in a collaborative manner under the leadership of the Government of Pakistan, notably the Economic Affairs Division of the Ministry of Finance.

² Pakistan became a DaO pilot in December 2006. It was in part based on the General Assembly’s: ‘*Triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system*’, A/RES/59/ 250 of 17 December 2004 and also as a follow up to the recommendations of the SG’s High-Level Panel for system wide reforms and UN coherence (2006). A One UN Fund was established in 2008 to support the One UN Programme I (2009-2012) and also to support the One UN Programme III (2013-17).

The UNSDF/OPIII is aligned with the 2030 Agenda on Sustainable Development, Sustainable Development Goals, and the Government's Vision 2025. The UNSDF/OPIII reflects the support of the UN to the Government of Pakistan towards achieving both, the SDGs and the Vision 2025 Agenda. Pakistan was one of the early adopters of SDGs.

The UNSDF Fund for Pakistan is a common fund mechanism to mobilize and allocate additional resources at the country level in a simplified, coherent manner consistent with the overall purpose of the One UN Initiative, and to fund activities under the UNSDF/OPIII. This arrangement in Pakistan is subscribed to by all members of the UN Country team (hereafter referred to as the Participating UN Organisations).

The UNSDF Fund for Pakistan has also been a common fund mechanism to mobilise and allocate additional resources for projects and programmes that support humanitarian-development nexus and the New Way of Working such as the FATA Transition Framework. The RC has delegated authority to establish the necessary coordination structures to oversee its implementation; with progress shared with the Oversight Committee.

Purpose of the UNSDF Fund

The objective of the UNSDF Fund was to support investment in SDG acceleration and transformative change with joint resource mobilization, allocation, and disbursement of donor resources to the UNSDF/OPIII under the direction of the UN Resident Coordinator (hereinafter referred to as Resident Coordinator). The fund was expected to reduce fragmentation, reduce transaction costs, address unproductive competition, facilitate scale and partnerships and provide incentives for pursuing system-wide priorities, strategic positioning and coherence to achieve national SDG commitments.

The UNSDF Fund is one of the proposed vehicles for new resources pooled by donors to support the unfunded portions of the UNSDF/OPIII. The UNSDF Fund will complement the parallel resource base (core and non-core funds of individual agencies) of UNSDF/OPIII. The Fund, under the guidance of the Oversight Committee and the leadership of the Resident Coordinator, is intended to facilitate the realization of the UNSDF/OPIII outcomes by strengthening the planning and coordination process, and channelling consistent and predictable joint funds towards the highest priority needs.

Description of the UNSDF Fund

The UNSDF Fund is anchored in theory of change that supports the OP III which is elaborated in the UNSDF/OPIII³. The OP III focuses on supporting Pakistan's strong potential for inclusive socio-economic development while addressing gaps, surmounting challenges, and fostering greater social justice. By 2022, it envisions that the country will have commenced on the path for progression towards the SDGs. Its ten key outcomes reflect a range of priority development areas with strategic potential – areas in which the UN can work with Pakistan's federal and provincial governments, alongside other jointly identified key partners, in support of sustainable development.

Planned results are 'national' in scope at the 'outcome level', in order to capture prominent trends and priority areas across the country. Essentially, the OP III's outcomes and their expected results serve as a framework for taking stock of the progress, and the effectiveness, of collaborative work carried out by the UN and the Government of Pakistan.

The OP III encompasses ten outcome areas around which the UN system developed its Joint Work Plans for the 2018-2022 period. Each outcome reflected priorities jointly identified by the UN and the Government of Pakistan, based on areas in which the UN has a strong comparative advantage. These were areas in which it could leverage its expertise, resources, and global experience in support of national and provincial stakeholders. Each outcome was closely aligned with Pakistan's Vision 2025 and the SDGs, placing a particular emphasis on improving the lives of the poorest and those most vulnerable.

The ten outcomes represented the foundation of the UNSDF as follows:

- **Economic Growth (Outcome 1):** By 2022, the people in Pakistan, especially key populations, including those who are unskilled, benefit from improved inclusive and sustainable economic growth, progress towards full access to energy, and fair-trade practices.

³ <http://mptf.undp.org/factsheet/fund/PK100>

- **Decent Work (Outcome 2):** By 2022, the people in Pakistan, especially women and youth, have improved access to productive livelihoods, income opportunities and decent work.
- **Health and WASH (Outcome 3):** By 2022, the people in Pakistan, especially the most vulnerable and marginalized, have access to, and benefit from, improved universal health coverage, including sexual and reproductive health, and equitable WASH services.
- **Nutrition (Outcome 4):** By 2022, children, adolescent girls and boys, pregnant and lactating women, the elderly and persons with disabilities have improved dietary intake, feeding and care practices, resulting in improved nutritional status, while reducing stunting and other forms of undernutrition.
- **Food Security and Sustainable Agriculture (Outcome 5):** By 2022, the people of Pakistan, especially the most vulnerable and marginalized populations, have improved availability of, access to, and consumption of safe, nutritious and sufficient food, while promoting sustainable agriculture to achieve zero hunger.
- **Resilience (Outcome 6):** By 2022, the resilience of the people in Pakistan, especially key populations, is increased by addressing natural and other disasters, including climate change adaptation measures and the sustainable management of cultural and natural resources
- **Education and Learning (Outcome 7):** By 2022, children and youth will have enhanced, equitable and inclusive access to, and benefit from, quality learning opportunities.
- **Gender, Equality and Dignity (Outcome 8):** By 2022, government institutions will have increased accountability towards gender equality commitments and social, economic, cultural and political rights.
- **Governance (Outcome 9):** By 2022, the people in Pakistan will have increased knowledge of their rights and improved access to more accountable, transparent and effective governance mechanisms and rule of law institutions.
- **Social Protection (Outcome 10):** By 2022, improved and effective social protection systems will be available for all, particularly for the most vulnerable and marginalized populations.

Alongside these ten key outcome areas, a number of cross-cutting issues underpinned the OP III. These included the United Nations' key normative programming principles, alongside key issues of particular relevance for Pakistan – such as youth/adolescents, population trends, volunteerism, migrations, urbanization, culture and data.

FUND ACHIEVEMENTS AND RESULTS

The Naway Wraz Programme with funding of Foreign and Commonwealth Office (FCDO) was the first joint programme conceived under the UNSDF fund. The two-year joint programme by FAO, UNDP, UNICEF and UNWomen, led by the UN Resident Coordinator, aimed to ensure the sustainability of the return process and strengthen the social contract between the state and the citizenry. The DFID funded programme specifically was aiming to build stability and reduce poverty in the KP Tribal Districts. The programme worked towards these aims at: a) strengthening resilience in return communities, especially by restoring livelihoods; b) supporting the improvement of, and access to, health and education services; c) supporting the local and provincial governments to become more effective, accountable and responsive; and d) supporting the improvement of the enabling environment for inclusive economic growth.

The implementation of the programme was guided by the UN principles, best practices and lessons learnt from over a decade of working in the KP Tribal Districts. Since 2010, it had been the UN's largest portfolio, with approximately US\$300 million invested annually. A risk-informed programming approach was at the heart of the integrated programme. While the Constitutional Amendment provided clarity about the legal status of the KP Tribal Districts, the transition was a complex process. Lack of coordination, fragmented information, duplication in investment and unintended gaps in support were risks that could potentially hamper progress towards a smooth transition from humanitarian towards sustainable development and peace in the area.

“Living River Initiative- Ecological Restoration of the Indus River basin for a climate resilient future” is another programme with an objective to identify key interventions required for the protection and restoration of Indus River Basin ecosystem for sustainable development and climate resilient future. The LID built upon existing initiatives, bringing them together and identifying gaps in the response that needs action envisioned. In addition, it was

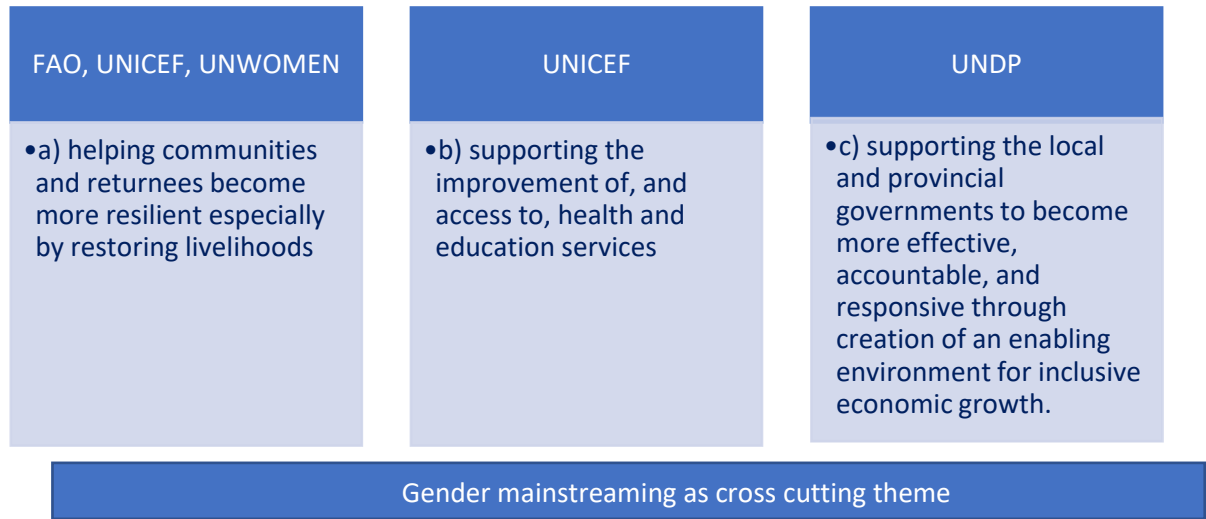
envisioned that the plan would be a framework for adaption financing, nature-based solutions from the governments and partners and will be accompanied by a communication strategy engaging all stakeholder including civil society.

Summary of Results achieved by the Naway Wraz Programme

The Naway Wraz Programme with funding of Foreign and Commonwealth Office (FCDO) was initially conceived as a 6-year programme (2018-2024) phased in three equal terms of two years each with a total budget of £ 110 Million. The phase 1 of the programme (Nov 18 - Oct 20) with reduced outlay of £27.87 Million concluded in Oct 2020. Given the proven technical expertise in delivering similar mega projects in the extremely volatile security environment, a consortium of four UN agencies i.e., UNICEF, UNDP, UNFAO and UNWOMEN with coordination lead of the UNRCO were chosen to undertake the first phase in seven districts of newly merged districts (NMDs). The intervention districts were Khyber, Kurram, Orakzai, South and North Waziristan and birth registration, COVID awareness and UNDP activities in all seven districts including Bajaur and Mohmand.

Based on the situation analysis, the joint programme under the leadership of the UN Resident Coordinator envisioned to ensure the sustainability of the returns process and strengthen the social contract between the state and the citizenry. Over its first phase, the programme focused on contributing to ‘humanitarian to development’ transition and technical assistance that lays the groundwork for longer-term institutional reforms. The FCDO funded programme specifically aimed to build stability and reduce poverty in the KP Merged Districts. With a cross-cutting focus on increasing the engagement and participation of women, the objective was to be realized through:

Figure: Programme Outcomes

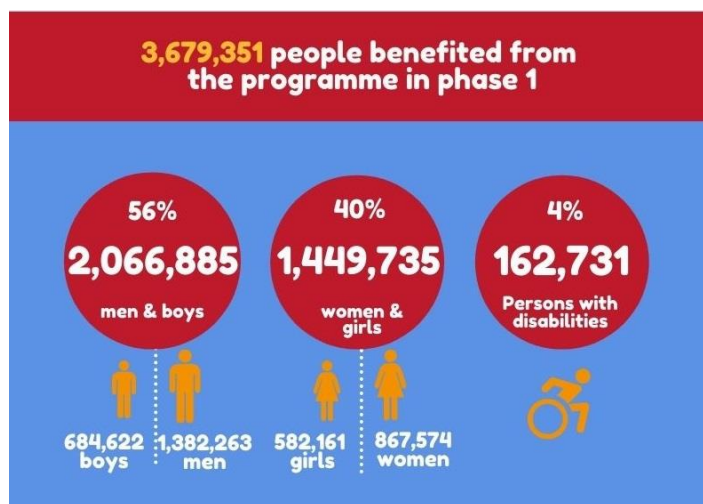
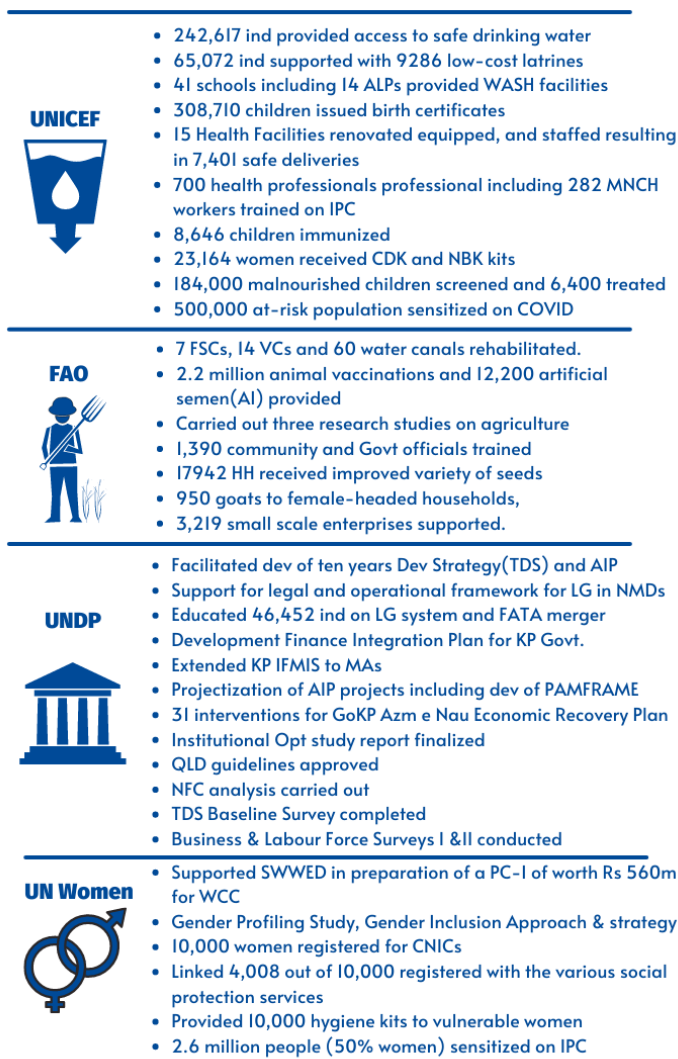


In close collaboration with the GoKPK, the programme worked to improve access to the basic education and health services, strengthen the livelihood sources and support state institutions and legislation to bring NMDs at par with KP. Having been revised in June 2020 essentially to respond to health and economic implications of COVID-19, the Programme has been able to provide WASH and IPCs services in Govt. health care/quarantine centres, trained frontline health workers, created awareness amongst masses on IPC, provided additional agriculture and livestock inputs besides strategically helping the provincial Govt. on launching the Azm-e-Nau economic recovery strategy, which will mitigate the long-term effects of COVID-19 across different sectors. The salient achievements of the programme over its first phase include but are not limited to the ones above.

Figure: Programme Key Achievements

Figure: Beneficiaries Reached

Over the course of its first phase, the programme was able to reach out to approximately 3.67 million people.



Provision of access to agriculture and livestock-based livelihoods-FAO

- **Strengthening the selected government facilities and community structures** working in close collaboration with green sector line departments operational in the

merged districts, the programme was able to rehabilitate 7 x Farm Service Centers (FSCs), registered and sensitized 4,000 male farmers with these centres, 14 Veterinary Centers are solarized and equipped with diagnostic tools, provided with 2.2 million animal vaccinations and 12,200 artificial sexed semen to improve the animals breed. To enhance the production capacity of farmers and to minimize water wastage, 60 irrigations channels have been rehabilitated with 21,838-acres of irrigation potential. To assist the green sector line departments in effective planning and policy formulation for NMDs, three research studies (2 x climate-smart agriculture, 1 x Redefining of Argo-Ecological Zones) have been undertaken to produce updated scientific knowledge. Besides, 1390 Govt and community members including female farmers have been capacitated through pieces of training and exposure visits. The RRU unit of PDMA has been technically and financially assisted to effectively deal with the consequences of COVID -19 catastrophe.

- **Improved varieties of seeds and livestock support**, to effectively contribute to addressing food security challenge, FAO has been able to provide an improved variety of seed to 22,500 farming HH. In addition to this, 4000 farmers supported with seed storages, 950 goats and 500 turkey birds to female-headed households, 886 HH assisted with rams and bucks for breed improvement, 4312 small scale enterprises (2,014 fruit orchards, 28 nurseries, 1350 vegetable enterprises, 424 animals feedlot fattening units) operationalized through necessary

inputs and pieces of training. The potato farmers on average have received PKR 5,25,000 from the sale of potato from 1 acre of land besides keeping a portion for the household consumption. The production has increased significantly due to improved seed and improved practices. The tomato entrepreneurs on average received an income of PKR 480,000/- from one acre of land.

- **Climate smart agriculture profiling** of targeted districts to provide a comprehensive baseline on the effects of climate change on agriculture; helps in informed adaptation and mitigation actions to planners and practitioners.

Access to education and health improves and system strengthened as a basis for improved quality.

- **Integrating gender-focused interventions into programming:** Use of district-wise gender-segregated results during the programme lifecycle helped UNICEF in programming to address gender inequities. This was done through the provision of gender-segregated latrines, menstrual hygiene management (MHM) awareness activities for adolescent girls and placement of a mahram or male relative for frontline female workers (such as nutrition assistants) for them to feel secure in performing duties while away from their hometowns. UNICEF also provided a gender-focused teaching approach to create a conducive environment for continuity of girls' education whereby female teachers were recruited. Female teachers recruited from within the community helped in sensitizing parents to enroll daughters.
- **Access to education and health improves and system strengthened as a basis for improved quality:** Improved access to drinking water, WASH and sanitation services, 85 Drinking Water Supply Schemes, including 52 solarized schemes, enabled 242,617 beneficiaries to access uninterrupted safe water amid an acute shortage of power in the five NMDs. 65,604 people benefited from UNICEF supported community-led total sanitation intervention, whereby 1,870 latrines were constructed on a self-help basis through the support of community resource persons (CRP) and village WASH committee. Moreover, 86% of the target population was sensitized about risks involved in open defecation practices and are using and properly maintaining latrine facilities as a result. Following the successful model of the birth registration pilot there was increased demand for birth registration in NMDs and the Government of KP allocated public funds (around US\$ 4.1 million) in 2020-21 towards the endeavour. Thus far additional workforce has been recruited for taking over upon the conclusion of this programme, thereby ensuring the sustainability of interventions.
- **Strengthen government health infrastructure and capacity,** 15 health facilities have been renovated, equipped, staffed with 76 HR, resulting in 7412 safe deliveries and provision of ANC to 11572 and PNC to 3890 women, 700 health professionals trained on IPC and provided with PPEs, 282 MNCH and frontline health workers trained on COVID-19, 20 health care facilities provided with WASH and IPC services like DWSS, PPEs, disinfectants and training of staff on IPCs etc.
- **Improved access to health services and awareness.** An estimated 0.5 million people in the NMDs were reportedly benefitting from the integrated outreach of health, nutrition and hygiene promotion services; whereby 30 mobile teams, linked with 15 rehabilitated healthcare facilities, were reaching at least 20% of the population and providing access to 24/7 basic emergency obstetric care. The outreach teams immunized 8646 children, provided ANC -1 to 22726 women, 23164 women received CDK and NBK kits to women, 97,941 lactating women and malnourished children received MM supplements and iron-folic acid, 6400 Children registered for severe malnutrition with a cure rate of 97%, 17,073 women received counselling on child care, 500,000 at-risk population was reached through 366 radio spots, 736 TV videos, 20 live shows, 18215 religious leaders for awareness around COVID prevention measures Total 4,358 children (94 per cent of targeted) with severe acute malnutrition (SAM) were treated.
- **COVID Response:** The **foundational investment in education**, prior to the refocus during COVID-19, has translated into significant improvement in systems and infrastructure for addressing long-standing problems of OOSC through continuity of learning during the school closures in 2020 when the 150 newly established alternative learning programme (ALP) centres started to function in October 2020. UNICEF provided an **integrated approach during COVID-19 response**, wherein WASH and infection prevention control (IPC) services were extended to an additional twenty healthcare, isolation and quarantine facilities for continuity in the safe delivery of essential basic health and nutrition services. Through **Risk Communication and Community Engagement (RCCE)**, UNICEF worked with health experts to promote facts over fear, bringing trustworthy

guidance to parents, caregivers and educators, including the use of mass media outlets, social media and local language dialogues, reaching many families and communities.

Technical support to Govt and UN agencies for strategizing gender and enabling women to avail available social and economic services.

- **The technical assistance of 'UNWOMEN' has helped SWWED** to approve a PC-I worth Rs 560 million which envisages setting up women community centres across the NMDs. 'UNWOMEN' has produced Gender Profiling study, Gender and Inclusion Approach Paper for Phase I and gender and inclusion strategy for Phase II of KPMD, and rapid assessment of FAO Workplan besides identifying 70 community influencers for future interventions around women uplifting. To connect the vulnerable women with available social services, UNWOMEN has helped 10,000 women to register for 'CNICs', linked 4008 out of registered with the various services. In the face of an ongoing pandemic, provided hygiene kits to 10,000 to extremely vulnerable women and ran mass awareness radio campaign around IPC measures and the importance of 'CNICs' reached out to approximately 2.6 people (50% women).

Improved institutions and legislation to bring NMDs in line with KP including an enabling environment for economic growth- UNDP

- **Supported the KP government in establishing a legal and operational framework for the establishment of elected local governments in the Merged Areas.** Facilitated the government in amending the KP LG act in 2019 to incorporate the NMDs. The amended LG act provides structural and functional details of the LG system. For the effective functioning of the local government after its election, UNDP developed online learning and management system and Rules of Business for Tehsil and VC/NC level local governments. UNDP also developed 4 different kinds of training manuals for the elected councillors and LG staff for capacity building. Moreover, the VC/NC profiling exercise provides a socio-economic profile of each VC/NC which can be used as a baseline for developmental planning of the Merged Areas. UNDP also provided support to the 25 newly established TMAs by deploying 25 Technical Associates to these TMAs who helped the government in developing PC-1s. Until the end of KPMD the Technical Associates were able to prepare 54 PC-1s in a very quick span of time. The introduction of LG in the Merged Areas for the first time is being considered as a historical changed for which the people of the area have been waiting for decades. To educate the communities on the introduction and functioning of LG UNDP engaged 120 Youth Ambassadors in the entire Merged Areas who reached out to the 46,452 individuals including 13,339 women through face to face communication and imparted them knowledge on the Local Government System.
- **Improved planning, budgeting, accounting & auditing at the district level,** UNDP developed and approved financial integration plan for the KP government is currently being implemented and ultimately led to the merger of erstwhile FATA finance with the KP finance department. Extended KP IFMIS to Merged Areas and introduced one budget for KP and FATA. Formula based vertical share of each NMD in the PFC recommended block development fund, an online/real-time dashboard on budget execution reporting of NMAs developed and made live in August 2020. Built the capacity of district-level staff on KPIFMIS and budget cycle through specialized training on budget cycle and KPIFMIS.
- **Improved Environment for Economic Growth,** AIP II approved in June 2020, Overall AIP projectization was 59%, with a total release of PKR 10.33 Billion and expenditure of PKR 395 Mill, 46 % (86/184 PC-Is) of AIP projects reviewed by UNDP to meet PAMFRAME criteria as part of the AIP review mechanism, Vital Economic Operations Management (VEOM) policy briefs and 3 VEOM notes input into draft proposals for a total of 31 interventions to include in Azm e Nau, the KP Government's Economic Recovery Plan, Over 85% of the overall AIP stands projectized with direct inputs from UNDP's sector specialists on more than 60% (73/142 PC-1s) of the AIP I projects. UNDER AIP II, 36% (48/133) schemes projectized with an approval rate of 88%, UNDP input into the Azm-e-Nau KP Economic Recovery Plan 2020-23 for both ADP and AIP, Institutional Optimization study report finalized and QLD guidelines have been approved by GoKPK. Moreover, concept notes and analysis on 6 Innovative Special Emphasis Programmes (SEPs) presented to apex leadership and agreed, likely to be approved by Dec 2020, NFC analysis carried out and preparatory work done to present when NFC convenes, TDS Baseline Survey completed, being analyzed and to be published in Dec 2020, Business and Labour Force Surveys I & II conducted.

Outcome 1 : RCO enables integrated delivery of the programme through provision of enabling environment and providing strong accountability on delivery

Indicator 1.1.1	NW programme team under the RCO provides a strong platform to the UN Agencies to facilitate delivery of joint results, demonstrates leadership in facilitating the embedding of stronger safeguarding, conflict sensitivity and community involvement approaches in the partner UN agencies
----------------------------------	---

Programme Contribution/Achievement The UN through the merged district support programme piloted aspects of the One-UN reform. FCDO Pakistan is the first FCDO office globally to invest in ‘an empowered Resident Coordinator and strengthened RCO’ at the country level. This relation was manifested through a UN Standard Administrative Agreement (SAA) that was signed between FCDO and RCO directly, rather than with individual agencies. This innovative approach aimed to increase: accountability, co-ordination, and synergies between UN agencies. The UNRC stood accountable for the delivery of NWP. The UNRC demonstrated leadership in getting the programme take off the ground in an extremely challenging working environment of ex-FATA. This became possible due to loads of coordination with implementing partners and Govt. line departments and military essentially to mitigate risks of shrinking operating space. The UNRCO continued constructive engagement with Govt. authorities through regular coordination meetings both at provincial and district levels. Tailor made progress reports together with coms products like briefs, pamphlets were exceedingly helpful in illustrating and amplifying the bigger picture to all concerned. Alongside, UNRC field monitoring using unbiased optics played a significant role in holding the UN agencies accountable to the donor and beneficiaries.

The field visits by UNRCO team influenced the quality of service delivery, bridged coordination gaps with line departments and augmented GRM visibility in the field. The centralized GRM system gave unprecedented power and vigilance to the beneficiaries to closely monitor different aspects of the programme implementation and feel included at the same time. This proved instrumental in mitigating safeguarding, fiduciary risks and quality of service delivery and beneficiary accountability could become possible.

Demonstrating the leadership, the UNRC team developed resulted based reporting templates with rag rating criteria built in, to hold agencies accountable on their workplans. Quarterly, narrative reports (financial, physical) along with separate annexures on risk registers, due diligence, quality dash board, asset registers, contextual analysis on political economy, value for money reports were collated, quality assured in terms of being results based aided all stakeholders to keep track of programme efficiency and effectiveness. These reports fed to the programme governance committees and contributed in informed and profound decision-making process.

The UNRC constituted and made functional several coordination structures such as MEL working group, finance WG, GRM working group in order to provide common platforms for the participative UN agencies to foster collaborative and interactive working environment. These groups had their frequent meetings and were able to maintain a vibrant working relationship horizontally and vertically. Uptake of key findings from the field, research hub, and GRM were discussed and incorporated into the programme.

Working on recommendations of annual review, the UNRC facilitated agreement between Un agencies and FCDO on specific number of workstreams to report value for money on and hired external resource to prepare the accumulated value for money report. The contextual factors were scanned and reported, emerging risks were identified, captured, and reported proactively.

Outcome 2: Communities are better prepared to cope with shocks

Indicator 2.1.1	Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods, water, sanitation, hygiene, and protection support
Programme Contribution/Achievement	<p>The impact assessment study to determine ways and extent the programme has benefited the targeted communities was not planned in Phase -I, neither was baseline collected during the programme. Therefore, there is a limited established evidence of people reporting the benefits of the programme. The anecdotal evidence, however, collected by the FAO monitoring teams suggest that small enterprises supported during the programme have started bearing early fruits. The entrepreneurs/vegetable growers have reported a noticeable increase in their productivity and income. Likewise, instances of people reported having reinvested proceeds from feedlot fattening for expansion and continuation of business predict encouraging future. The long term impact of support provided to the communities such as 2.41 million vaccine's doses, 12,200 artificial sexed semen, improved variety of seeds to 22,000 HH, 4000 seeds silos, rehabilitation of 66 water canals expanding the command area by 37% and 1000 animals to female headed HH are expected to help them increase their income over the period between 1 to two years' time.</p> <p>On WASH and protection, rehabilitation of 85 DWSS to provide sufficient and safe water at doorstep has eased lives of communities in NMDs, especially of women and girls. Feedback from community inform, a significant decline in their commute to have access to drinking water, improved hygiene due to the availability of adequate water and saved extra time to invest in other productive activities. Anecdotal evidence collected by programme monitoring teams suggest a decline in gastro-intestinal related complaints in some communities. WASH interventions have also helped in conflict resolution, social cohesion amongst local communities.</p> <p>Total 9,296 latrines constructed, benefitting 65,072 individuals. With a special emphasis laid on behavioral change and promoting hygiene practices, 86% of the target population were sensitized about risks involved in open defecation practices and are using and properly maintaining latrine facilities. Birth Registration had its lowest rates in the NMDs with less than 1 per cent (MICS 2007) and has now enhanced to 14.6 percent. The anecdotal evidence also indicate that people found convenient issuance of birth certificate helped children travel abroad, corrected their record in schools, helped children in getting access to health and scholarships etc. Likewise, 4000 out of 10,000 women helped with CNIC registration were linked with available basic social services besides creating awareness on importance of CNIC. The women of the area have been made to realize the importance of identity card which is first step towards their economic empowerment.</p>
Indicator 2.1.2	% of targeted population who perceive they are better prepared to cope with shocks. (FAO)
Programme Contribution/Achievement	<p>The programme was developed in the backdrop of exceedingly fragile or non-existent institutional base together with vulnerable communities returning to their homes having spent, on average 4-10 years of internal displacement. The condition of abandoned homes, livelihood sources, basic social services and infrastructure during displacement further aggravated, hence adding to their vulnerabilities.</p> <p>FAO carried out in-house studies to assess the effectiveness of some of the interventions, to gauge resilience of communities to cope with the shocks because of the intervention.</p> <p>Per the data collected, 60% of the beneficiaries of the feed lot fattening intervention 'strongly agreed' and 40% 'agreed' with the statement that they are now better prepared to cope with the shocks as a result of the income they have generated through the intervention. The study was conducted for the large ruminants in North Waziristan. Similarly, 49% of the potato intervention beneficiaries 'agreed' and 23% 'strongly agreed' with the above statement where as 28% showed indifference towards the statement.</p>

Among the tomato enterprise beneficiaries 74% agreed with the statement and 14% disagreed whereas the rest exhibited indifference towards the question.

FAO interventions were principally focused on reinforcement of food security challenges and sustainable livelihood, whereas, most of the activities were based on the enterprise's development, and its sustainability. Although, no study could be conducted to assess the achievement of the project at impact level, but generally the project has enhanced the resilience of the target communities by increasing their income levels through establishment of profitable enterprises, enhanced agriculture productivities, adoption of modern agrarian and livelihood rearing techniques. The economic and social assets of the communities are also developed on self-sustained basis, which are proving key in increasing their coping capacities. The coping capacity of the farming communities has enhanced both at the individual as well as community level to withstand economic shocks. Similarly, the capacity development and sensitization of the government institutions and local village-based organizations is expected to prove vital in sustainability of the interventions and supporting the target population in the face of adverse events. The most vulnerable female headed houses have received pregnant goats and turkey birds which are predicted to play handy role in uplifting the economic plight of the most vulnerable women. In addition, formation of woman committees and their training on improved agricultural practices would help them take up greater role in economic spheres of life.

The economic and social assets of the communities are also developed on self-sustained basis, which are proving key in increasing their coping capacities. The coping capacity of the farming communities has enhanced of the target population at the individual as well as community level to withstand any future economic shocks.

Indicator 2.1.3	% of women that availed the government services (subject to the availability of services) - (Target: 20% women out of 15,000.) = 3,000 women (Unwoman)
--------------------	---

Programme Contribution/Achievement A total of 4,008 women out of 10,000 registered for smart cards (SNICs) from the five merged districts were linked with the available social services. These services included MNCH, Sehat Insaf Card, Zakat and Ushar grants and eligibility to get aid from social programmes. The linking to social services entailed informing women about the existing services and their eligibility and documentation/application process, helping them in filling the application, as maximum women did not have enough education to fill out the application form and submitting the same to the concerned service providers. Keeping constant liaison with the service providers on the status of the same and keeping the beneficiaries informed about the status of their applications was another area of support.

Outcome 3: Access to education and health improves and system strengthened as a basis for improved quality

Indicator 3.1.1	% increase in education and health facilities which are equitably and easily accessible to the most in need
--------------------	---

Programme Contribution/Achievement The education indicator was subsequently dropped due to pivoting of the programme in the aftermath of COVID-19 to address health and economic implications. Regardless, 150 ALP centres were made functional by October 2020 using other UNICEF resources. Though it took longer than anticipated to materialize, UNICEF played a key role in developing the first-of-its-kind Policy for ALPs and a corresponding Programme Implementation Unit (PIU), which attracted other donors to pool funding. Total 650 (100%) Parent Teaching Committees (PTC) were notified/activated. All these committees have access to public funding for school improvements. Meanwhile, 11 prefabricated structures are benefitting

534 students, including 208 girls, and 21 teachers (9 female) in areas where school buildings were damaged during the decade long conflict.

Total 55 lower secondary schools were operationalized with UNICEF support and made functional, thereby benefitting 1,838 girls and 63 female teachers.

About 15 health facilities in five districts have been rehabilitated, equipped with materials, staffed, equitably distributed, and made functional during this programme. These are now providing 24/7 emergency obstetric care in the NMDs. As many as 8,324 safe deliveries and 22,329 antenatal care visits took place in these health facilities.

30 mobile health outreach teams remained operational across the intervention districts throughout and were able to sensitize and assist the communities with enhanced knowledge on importance of balanced diet, pre/post-natal care essentials, safe deliveries. This was done together with provision of food supplements for malnutrition and lactating women. This awareness raising has positively contributing towards making people resort to health facilities specially women.

Indicator 3.1.2:	Ratio of school going children achieved that is at par with rest of the KP
---------------------	--

Programme Contribution/Achievement	Programme related interventions were dropped due to the constraints resulting from the outbreak of COVID-19
---	--

UNICEF initiated Alternative Learning Pathways (ALP) interventions in late 2018 where there was no prior ALP service delivery mechanism and the Elementary & Secondary Education Department (E&SED) had a limited mandate for OOSC. UNICEF advocacy with the Secretary E&SED paved the way for the establishment of the first platform of its kind, which later in 2020 transpired to become the PIU – a dedicated body working to operationalize ALPs using seconded staff with UNICEF funds from other resources, and later pooled funding from all concerned development partners.

By October 2020, ALP centres had been made functional. However, due to school closures, actual operationalization was delayed and eventually dropped from the programme due to the limited time available to complete phase 1. UNICEF redirected internal resources from other sources to continue operationalizing ALP centres, which later proved critical in supporting the continuity of learning for children during the pandemic.

Prior to COVID-19, a total of 55 lower secondary schools were functional, benefitting 1,838 girls and 63 female teachers, the latter of whom were engaged in mobilizing communities to enrol girls. This intervention remained critical in providing access to post primary education for girls at risk of dropping out beyond the primary level. Parents and community members recognize the importance of education, so when UNICEF attempted to create a conducive environment through more female teachers, communities and parents were mobilised to enrol their daughters. Therefore, with increased emphasis on recruiting female teachers, more girls continued their education – a feature that was also recognised by government partners.

Schools shutdown for most of 2020 and one month of 2021 during the pandemic, increasing the risk of inequities in education provision to children across rural and urban lines.

The 2020 Annual School Census has been concluded by Education Monitoring Authority (EMA) and data is being collated and analysed. Once completed, the exact situation and ratio of OOSC and children in schools can be ascertained, particularly on the extent to which the ratio of school going children in NMDs has improved.

Indicator 3.1.2:	% of Ante-Natal Care first visit in target Agencies (disaggregated by district).
---------------------	--

Programme Since the flow of data from NMDs into KP-HMIS was inadequate, UNICEF, in consultation with the Department of Health, utilized administrative programme data for a trend analysis. As there was no data on the monthly breakup of antenatal care (ANC) first visits in 2018, the data on ANC first visit per month was calculated for 2018 and for 9 months (19,818) of 2020 data, which shows a percentage increase of **54 %** for 2020. (Source: KP Department of Health Administrative Data).

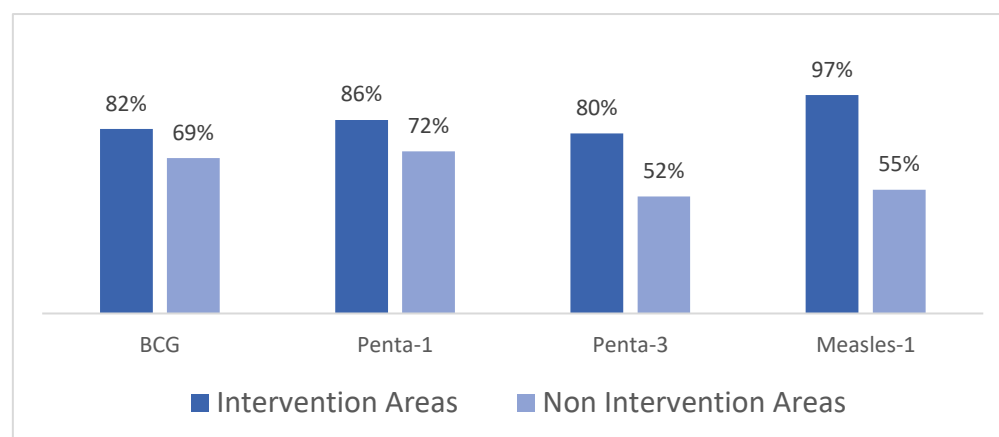
Indicator 3.1.3 % measles immunization coverage in target district (disaggregated by district)

Programme A total 8,646 (147.8%) children were vaccinated against measles (first dose) in the programme catchment area of target facilities. The breakdown by NMD is given below:

Contribution/Achievement

	Khyber	Orakzai	Kurram	North Waziristan	South Waziristan	Total
Children Immunized Measles 1	1,656	864	3,070	2,173	883	8,646

The comparative analysis between intervention areas, Naway Wraz intervention and non-intervention NMDs, revealed that there was a marked improvement in intervention districts. Use of outreach teams providing integrated health services has been very successful in immunizing children in NMDs. This can be seen by a comparative analysis between intervention and non-intervention areas. For example, **measles coverage reached 97% in the intervention geographical areas**. Meanwhile, in intervention areas reach for Penta 1 is good at 86% while its poor in the non-intervention areas at 72% (Source: NMD EPI administrative data Provincial EPI Cell).



Source: NMDs' EPI administrative data- Provincial EPI Cell.

The operating environment was challenging for immunization programmes considering a difficult physical terrain, vaccinator strikes, a strained geopolitical situation and operational challenges in the context of COVID-19. Despite that, outreach health teams have continued to reach the unreached.

Indicator 3.1.3 % Proportion of safe deliveries in target district (disaggregated by district)

A total of 8,324 safe deliveries were conducted through skilled birth attendants at target health facilities. Breakdown by NMD is given below:

Programme Contribution/ Achievement	Institutional Deliveries at 15 target Health Facilities	Khyber	Orakzai	Kurram	North Waziristan	South Waziristan	Total
		3,156	401	4,656	06	105	8,324

As per the 2020 comparative health data analysis conducted by UNICEF and the Department of Health, the number of institutional deliveries at target facilities increased by 48% in 2020, as compared to a 29% baseline in 2018. Only 808 deliveries were conducted per month in 2018, increasing to more than 1,200 deliveries per month in 2020. This is in part attributed to improved maternal, newborn and child health (MNCH) facility infrastructure after the rehabilitation of targeted 15 facilities from January 2020 onwards (Source: NMD Programme Data, Department of Health, KP).

Outcome 4: Improved institutions and legislation to bring NMDs in line with KP including an enabling environment for economic growth

Indicator 4.1.1 4.1.1 Extent to which elected local government system is extended to NMDs.
(Scale: (1= no legal framework. 2 = legal framework established, 3 = elections held, results notified, permanent staff hired, 4 = councilors and staff oriented and trained)

Programme Contribution/Achievement 2. Local government elections in Khyber Pakhtunkhwa, including the NMDs, were not held during the implementation period of the programme, despite the previous term having expired on August 28, 2019 and the constitutional requirement that elections be held. The failure to hold elections was beyond the control of Naway Wraz. Despite the absence of elections, Naway Wraz programming contributed to extending the local government system to the NMDs in a number of ways, including through civic education and technical assistance to the Local Government, Elections and Rural Development Department. Technical assistance included activities in support of capacity building of government servants: the Learning Management System developed with FCDO funds created a low cost remote training mechanism for government servants, which is important for strengthening their capacity over time. Four training manuals for elected councilors and local government staff were also developed. Tehsil Municipal Administrations were provided with capacity support through Technical Associates (TAs) hired with FCDO funds. TMAs are fledgling institutions with a mandate to provide municipal services that suffer from massive gaps in staffing and capacity. TAs supported the TMAs in budget preparation and release, development planning (development of 54 PC-1s supported), and other activities, many of which were designed to strengthen TMAs over the long-term. The project also supported the development of laws and rules to support local government in the Merged Areas, including the Rules of Business for Tehsil and VC/NC local governments. The project also supported face-to-face civic education through 120 Local Government Ambassadors (LGAs) recruited and trained by the project, which reached 46,000 people including 13,000 women. Evidence suggests that face-to-face civic education changed perceptions and knowledge around core state functions and knowledge of governance forms. The capacity building of the cadre of LGAs is itself of note as it has contributed to the creation of a group of young professionals in the Merged Areas that are potential change agents.

Indicator 4.1.2 Improved GoKP planning and resourcing of development activities in NMDs.(Scale: 1. Plan not approved, Resources < Rs50b. 2. Plan & M&E framework Approved. Resources < Rs50b. 3. Plan & M&E framework Approved. Resources >Rs50b. 4. Resources >Rs50b. Provincial Financial Commission Mechanism Extended. Monitoring data collection mechanism in place.)

Programme The project worked closely with the provincial government to support progress on the planning and implementation (including resourcing) of development activities in the Merged Areas. This included support to the top-level design of development strategy and processes including the Tribal Decade Strategy, and the creation and implementation of the Accelerated Implementation Programme and the development of AIP II. When COVID-19 struck Pakistan, the project was a source of timely, responsive technical assistance to the government’s planning for economic recovery including the generation of evidence about the economic impact of the pandemic.

**Contribution/
Achievement**

In terms of sustainability, one of the strengths of UNDP’s programming under Naway Wraz has been that support from other donors has been mutually supportive. USAID funding has enabled continued support to development planning and implementation in the Merged Areas, building on work conducted previously with FCDO funding. This enables more sustained support to government partners although true sustainability will come not from further donor support but from changes within government. Investments in the evidence base for development planning in the Merged Areas (e.g. the AIP baseline survey) will extend beyond the life of the project. Naway Wraz programming, such as the support to TMAs, or the development of PAMframes, was designed to promote long-term change. However, there is a lack of evidence to date as to how effective this will be in the long-term.

Summary of Results achieved by the “Living River Initiative- Ecological Restoration of the Indus river basin for a climate resilient future” Programme

The programme achieved desired results in terms of identification of interventions through wider and extensive stakeholder’s consultations and initiated a discourse on health of Indus River with potential to instigate strategic shift in the way Indus River Basin is governed and managed.

A functional secretariat was established within MoCC, with a national project coordinator and six provincial coordinators along with data analyst and communication experts. An international expert on water governance led the team, supported by an international expert on climate change financing. The scope was refined and developed through a series of consultations with senior policy makers and experts in all the provinces (mostly at the Chief Minister level) and in Azad Jammu and Kashmir (Prime Minister’s office); meetings of the research teams with provincial policymakers in key ministries and departments; and a series of expert consultations with academic, civil society, business and area specialists. In the first round during the month of February 2022, a series of two provincial and one national level consultations took place. The team compiled the feedback received from the national and provincial consultations and drafted the first version of the Living Indus document outlining.

25 key interventions along with the indicative cost and the geographical scope of these interventions were identified in the LID. These key interventions included a Living Indus Knowledge Platform, Indus Trust Fund, Climate and Nature Performance bonds for a Living Indus, Community Access to Clean Energy, Zero Plastic Waste Cities, Green Infrastructure for Flood Control and Groundwater Recharge, Nature-Based Resilient Agriculture and multiple other interventions for ecological restoration of Indus River Basin.

One of the key interventions proposed in the LID is related to communications ‘Telling the Living Indus Story’, which explains the strategy (Chapter 2 - Intervention #25). Under this intervention, the living indus team conducted various outreach and communication activities: Indus Rafting Expedition, Production of a documentary on the Importance of the Indus River, engagement with stakeholders in each province on the content and design of the LID and incorporating feedback from federal and provincial departments. In addition, the Living Indus Plan was pitched at various national and international fora for blended financing opportunities. Living Indus Plan was also advocated through multiple national and international climate change webinars and sessions.

A virtual side event jointly organized by MOCC and FAO on Living River Initiative held during the Asia-Pacific Forum on Sustainable Development on 30 March 2022. The event featured the Government of Pakistan’s efforts to restore and rehabilitate the ecosystems including river systems. A documentary was also developed advocating the importance of a Healthy Indus.

https://youtu.be/AQB_AmdsnuU

Furthermore, the Living Indus portal has been developed to provide a collaborative environment for all the stakeholders and gather / generate information pertaining to the progress of the project. It also supports uploading of resources including research papers, GIS data, news, blogs, articles and books on the same common platform. Users can register to the portal and specific users can be promoted as champions who have provided valuable contributions to the initiative. The champions can generate their own blog/article entries through the portal. The portal is integrated to the social media platforms like Twitter and YouTube. Further the portal supports Event Management, where events can be published via portal. The portal provides various GIS maps which show various dimensions of data pertaining to the Indus basin. The GIS maps are divided into layers so each layer can be superimposed on to the other to generate analysis of different kinds. The portal also provides the facility to submit any work that is being done in relation to the 25 proposed interventions under the Living Indus initiative. The portal supports crowdsourcing, hence will serve as a one stop shop for all the information pertaining to the Indus basin. The portal can be accessed by using the following link.

<https://www.livingindus.com/>

Progress Against Outcomes

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)
Outcome 1 Indicator: Baseline: Planned Target:	Protection and Restoration Master Plan for Indus River Basin implemented by Government of Pakistan Baseline:0 Target: 1	
Output 1.1 Indicator 1.1.1 Baseline: Planned Target:	Master Plan to protect and restore Indus River Basin starting from the mountains, through the plains till sea is developed Protection and restoration master plan for Indus River developed 0 1	The draft of the Living Indus document was developed under UNJP/160/UNJ after detailed consultations with all the key stakeholders, while review, finalization and endorsement from the Government was achieved under TCP/PAK/3809. This activity was partially achieved under UNJP/160/UNJ (80%) and partially under TCP/PAK/3809 (20%).
Output 1.2	Communication Strategy for the Implementation of Master Plan is developed	Under UNJ/160, within the draft document produced, one of the interventions proposed is on communications which explains the strategy (Chapter 2 - Intervention #25). Although communication strategy was not developed under this project, different

<p>Indicator 1.2.1</p> <p>Baseline:</p> <p>Planned Target:</p>	<p>Communication strategy for the implementation of Master Plan developed</p> <p>0</p> <p>1</p>	<p>building blocks of the strategy were identified.</p> <p>Several communication products were developed and the advocacy of the cause was carried out through virtual and in-person events at different national and international fora.</p> <ul style="list-style-type: none"> • A virtual side event was also jointly organized by MOCC and FAO on Living River Initiative held during the Asia-Pacific Forum on Sustainable Development 2022 in March 2022. The event featured the Government of Pakistan's efforts to restore and rehabilitate the ecosystems including river systems. • A session was organized during the annual festival of Lahooti Melo held in Karachi, Sindh to celebrate the River Indus. One hour panel discussion was organized on June 5 2022, on the theme of "the living Indus". • The project provided support to Indus Rafting Expedition through provision of a dedicated personel for taking high resolution photographs and raw footages of different segments of Indus River from its source to the delta. • A documentary highlighting the importance of Heathy Indus was also produced. <p>This activity was partially achieved under UNJP/160/UNJ (30%) and partially under TCP/PAK/3809 (70%).</p>
---	---	---

Risk Management

Risks: The Naway Wraz programme remained in the category of severe risk and COVID-19 further intensified the risk associated with programme implementation. The overall risk rating is set as 'severe' over the life of the programme, considering the scale, complexity, and ambition of the programme. At the outset, a risk matrix was developed delineating external risks with major impact and high probability such as deterioration in the security situation, the constrained ability of IPs to operate in the region, uncertain political commitment to merger and ever-increasing conflicts drivers. These potential risks of major impact were shielded by choosing the best programme delivery and management partners like UN agencies with an unimaginable success track record in ex-FATA, agile programming approach and additional measures like constant monitoring and addressing the conflicts and safeguarding issues. All implementing partners maintained a risk register that is discussed as part of regular programme meetings with partners and risks are thoroughly covered in partner progress reports. These risk registers are aligned with the FCDO's

risk management framework and fed into the programme's overall risk register maintained by the FCDO programme team. The NW programme risks remained within FCDO's Pakistan portfolio risk appetite and are escalated if they breach this appetite. An overview of key programme risks is given below.

Contextual Risks: The contextual risk remained severe throughout, however, within the risk appetite for this programme. The NMDs have historically been some of the most insecure regions in Pakistan with a fragile institutional base and sub-optimally functional judicial structures. The transition from FATA to the merged districts has added to the fragility in terms of history old community structures of Jirga being replaced with law enforcement institutions, thereby creating a transitory vacuum for the potential chaos to creep in. In a post-merger scenario, communal land ownership is supposed to be transferred to individuals and that too needs a proper land record to happen. The said situation has been leading to land disputes among community members. Lack of political will to deliver on the merger has been an important contextual risk. The security situation, although much better than previous years, continued to remain highly volatile, which in certain cases adversely impacted the delivery of the programme. The volatile security situation impeded seamless access to the intervention areas especially at peripheries, hence quality and transparency remained at risk. Consequently, project timelines were revised as UN agencies and downstream partners had to get No Objection Certificates (NOCs) to operate in the NMDs. The UNRCO remained in constant touch with Army and civil authorities at all levels in order to ascertain adequate operating space for the implementing partners. The change in the Government's priorities from the routine provision and service delivery to a greater focus on COVID-19 added further contextual risk for the programme. To mitigate this risk, NWP has demonstrated flexibility by pivoting towards COVID-19 health provision, communications and economic response through its FAO, UNDP and UNICEF components. The UN agencies adhered to WHO SOPs to keep delivery rolling while making sure that the risk of virus spread remains minimal.

CDO Annual Review Risk Rating: The programme was launched with severe risk ratings which were regularly re-assessed as part of the FCDO annual review. The overall risk rating remained severe over the two years of the programme with a medium-to-high probability of occurrence. The most significant risks were strategic; some were operational and very few related to delivery and security. NWP managed all potential risks through constant monitoring, capturing, and responding to them effectively. Over the course of the programme, FCDO undertook three reviews of the programme. In all these three reviews, the programme was placed in the severe risk category as depicted under.

Risk Ranking by Year		
March 2019	March 2020	Oct 2020
Severe	Severe	Severe

Delivery Risks: Delivery risks in this context are severe— this has exacerbated in the context of COVID-19. UN agencies and downstream implementing partners struggled to access targeted areas to implement, monitor activities and gather necessary data to plan further support. Frequent turnover of Govt staff in health and education departments hampered progress. At the same, ever-changing security dynamics resulted in numerous challenges in getting/renewal of NOC for IPs and travel permissions. The cultural and traditional dynamics posed a risk of political interference, conflicts on the award of contracts to non-locals and weak institutional capacity of Govt partners. Particularly in district Kurram and generally in other districts, protracted sectarian and land disputes obstructed and slowed down programme delivery. The programme has tried to mitigate this risk by involving government in the selection of areas to be targeted and in ongoing programme implementation. UNRCO maintained continuous liaison with Govt. at all levels to expedite the issuance of NOCs and ensure effective coordination. All risks were identified, captured, responded to, and reported proactively and updated risk registers were shared with donor every quarter.

Safeguarding Risks: The UN is committed to safeguarding beneficiaries from any form of exploitation or abuse while complying with a core principle of 'leaving no one behind' and 'doing no harm'. The programme has a minor risk appetite for safeguarding risks. All agencies have standard operating procedures to mitigate against safeguarding risks and these are monitored through field visits. Until March 2020, the RCO also undertook several initiatives such as the development of field guidelines and common safeguarding communication messages used by frontline workers, the identification of gaps in safeguarding implementation, and highlighting specific gaps based on contextual monitoring

to strengthen the field implementation of the UN policies on safeguarding. The widest possible visibility of the programme centralized grievance redressal mechanism (GRM) played a vital role in proactively mitigating the safeguarding risks. Nevertheless, the outbreak of pandemic resulted in the paradigm shift in safeguarding risks thereby exacerbating the probability and intensity of risks. The implementing partners adapted to changing situation and increased vigilance through remote monitoring, at the same time adhering to WHO SOPs, and in certain cases embarked on remote working modality to keep the communities safe. These positive steps helped to address the risks to a great extent, however, the pace of implementation was negatively affected. The UN did flag safeguarding incidents proactively to FCDO and a joint approach was adopted to manage them post-event. However, COVID-19 has made monitoring of these risks more challenging and the focus shifted to safeguarding the frontline workers against COVID-19 risks as the key priority.

Reputational Risks: In the post-merger scenario, the transition of power to elected members through general local elections could not materialize due to various reasons. The perceived failure to deliver elections carries the reputational risk for the programme. The programme has supported the Local Government ambassadors programme which has borne excellent results in terms of enhancing awareness and demand for elections but on the other hand, it has also raised public expectations. The management of expectations raised because of the public awareness campaign is, therefore, necessary to manage to mitigate the risk. The additional access barriers together with the tight programme closure deadline resulted in cutting down the scope of some activities which resulted in additional reputational risk to UN and partners.

The Fiduciary Risk remained major for this complex programme. COVID-19 also added to this scenario. The key risk remained that infrastructure repair funds and procurement could be misspent or misappropriated. The NWP maintained strict financial controls and oversight over the use of programme funds. Aggressive visibility of the access mechanism and strict follow up on GRM complaints ensured vigilance and transparency. All procurement under the programme has been done using the UN's procurement Rules and Procedures. The Harmonized Approach to Cash Transfer (HACT) framework includes several activities that reduce the fiduciary risk - these risk mitigation activities include implementation of assurance activities, financial management capacity assessment of all partners including government, capacity development of IPs and UNICEF staff etc. UN agencies conducted and reported due diligence assessments (DDA) on all agencies on downstream partners to FCDO every quarter. As a result of aforesaid measures, no major issues emerged during programme life. In addition, the quality and delivery of interventions were monitored by UNRCO and TPM on top of agencies' own monitoring teams.

Lessons Learned for the Naway Wraz Programme

Strategic and Structural Investment Level:

- **Enhanced leadership and co-ordination** of UN agencies through RCO improved collaboration between UN agencies and FCDO. Escalation of operational gaps at field level to agencies and relevant Govt. departments was instrumental in resolving absorption of HR issues and RC's nudging the Govt on absenteeism of health and education staff to health minister and commissioners.
- **Government led high-level programme steering committees and management committees for coordination** including for birth registration, all played catalytic role in resolving issues. For instance, it helped address operational challenges like issuance of NADRA CRMS codes, human resource absorption, future funding for expansion and system building and alignment to government annual development plan. The programme management committee and steering committees were helpful in resolving the strategic issues.
- **Working through the Government system helped in building back better for a stronger merger process:** EMA extended school monitoring to NMDs creating a more unified system, the KP local government took over BR through public funding, health workforce absorption plan and improved PHED capacity for O&M for solarized water schemes. UNDP maintained seamless coordination with concerned departments in pushing the execution of programme components effectively.
- **Scaling up through linkages with other development actors and similar interventions:** whereby World Bank Group linked birth registration as a KPI in the Government's DPL package to Ministry of Finance at the national level to scale up birth registration across Pakistan. As a result, children are being referred for birth registration across the districts.

- **Technical working groups and teams** with strong government ownership at the apex level achieved the highest degree of implementation. These WG helped developing same wavelength between UN agencies and FCDO on the desired objective of deliverables.

Operational level:

- **Efficiency gains through a risk informed working modality** with the Government (PHED). For instance, vendors were contracted by the PHED and paid directly by UNICEF upon a joint verification for the scope and quality of work led to efficient and timely utilization of available resources beside timely achieving a critical target for the water schemes.
- **Reduced transactional costs and efficiency gains** through use of third-party firm for financial management led to savings in overheads, such as office and warehouse rents and utilities at NMDs level amongst others. The lesson learned was that building on existing investments can help to save unnecessary transactional costs.
- **Working with CSOs partners with previous experience in NMDs proved to have an added advantage** as they are aware of cultural sensitivities and community needs.
- **Social service workforce:** Investing and capacitating local workforce is a major contributing factor to the sustainability of the basic social sector interventions. Programme staff across health, birth registration and education programmes were considered by the government for government sanctioned posts.
- **UNICEF expertise working in emergency contexts, helped in its quick adaptation during the COVID-19 and led to a series of lessons learned in case of future events.** For instance, alternate working modalities had to be adopted with SOPs for maximum of 5 people in one place along with IPC measures. Facility staff in the field were provided PPE through government, while outreach teams engaged across sectors were provided facial masks, hand sanitizers and gloves through UNICEF. New operational guidelines for women and children in isolation and quarantine centres were prepared. Refresher trainings on safeguarding standards are scheduled for the programme staff while 254 frontline health workers were trained on COVID-19 prevention and management.
- **KPMD required a more robust** change management approach to overcome path dependency in development planning.
- **Direction implementation by FAO** was successful in terms of achieving targets and maintaining effective coordination with line departments. Acquisition of project NOC allowed unhindered movement to intervention areas.
- **Departure from conventional practices:** FAO was able to successfully introduce more efficient agriculture and livestock rearing practices which won the buy in of the community and adaptation rate was incredible.
- There was significant legal/political resistance to substantive reforms in entitlements.

Programmatic context and prospects:

- **Existing capacity of Govt offices and implementation of the formulated policies:** The KPMD assessment 2020 identified the need for a stronger focus in future programming on implementation of the raft of policy and strategy documents, the development of which is supported by donors. These are often only partially implemented either because of lack of capacity of government departments or the intricate political economy of reforms. Future support should focus on the implementation of existing policies. Assessment of existing implementation capacity of Govt offices at provincial and district level is essential to predict the future of any such effort.
- **The needs of communities were immense, in response to which UNICEF adopted an integrated and multi-sector target selection criterion** using village mappings to reach the most vulnerable and hard to reach groups. Community acceptance of the programme increased with provision of integrated health services at doorstep, uniform message to the community from all sectors and positively reciprocated at institutional level.
- **Foundational Investments:** Though it took longer to be established, the notification of PIU to oversee the introduction and the implementation of ALP proved to be more sustainable and strategic for a coordinated

government effort in addressing OOSC and remained relevant in the context of COVID-19. PIU also ensured a formal governance structure in place with better ownership.

- **The successful piloting of MHM along with in-kind support in girls' schools** was a breakthrough given the contextual social norms and demonstrated that it can be upscaled further.
- **FCDO funded basic services helped in having in place better preparedness at local level for** the continuity of services in times of disruption, which proved true during the suddenly emerged brutal and demanding COVID-19 pandemic, when the government was able to rely on a more resilient health system in the NMDs and with quick adaptations for an effective response.
- **Surveys done in tandem** with the government have greater chances of implementation success but require provision of support throughout the process and quality assurance.
- **Civic education** has proven to be possible across the Merged Areas, and effective at changing perceptions and knowledge levels.

Risk Informed Program Management:

- **Contextual and societal barriers:** Adopted conflict sensitive programming approach, including prior assessment: context analysis, social analysis, gender analysis), targeting and prioritization of sites and communities in need, and risk informed management matrix had been completed and informed the design of an integrated services delivery in the programme catchment area of the five newly merged districts (plus extension of birth registration to the other two districts of Bajaur and Mohmand).
- **Flexible and adaptive operational modalities:** Addressed issues of security and conflict concern when arise e.g. the sudden decision by the Department of Health to suspend the health component of the programme in July 2019, followed by advocacy that eventually resulted in the resumption of activities in September 2019.
- **Developed and adopted an internal KPMDs' Programme Management and Communication Structure** flow chart, which helped in programme management processes.
- **In order to reduce sexual exploitation and abuse (SEA) risk in programme implementation**, UNICEF has recently rolled out a mandatory requirement to conduct PSEA assessment for its CSO partners.
- **Improving visibility of the existing GRM platform:** 50,000 pocket size IEC material products with numbers for helplines for community feedback and reporting distributed among key government partners for onwards distribution.

Lessons Learned for the Living Indus Programme

The Living Indus project is best described as an effort to incubate the agenda to restore the health of the Indus Basin. At project inception in December 2021, the objective was to develop a master plan. However, a strategic shift was brought to redirect the project from a master plan to agenda incubation. This is a success, given both limited resources and the time constraint. The following lessons and good practices were learned:

- For flagship programs, such as Living Indus, which requires a strategic shift in government agenda, massive funding and broad-spectrum participation by stakeholders, it is best to build the program in smaller steps.
- Given the diversity within the core team, another good practice adopted was to give each member the opportunity and autonomy to contribute to and steer Living Indus in different arenas e.g. our technical advisors completely led the thinking, the others developed the network/outreach within and outside the UN system.
- The feedback received as a result of comprehensive stakeholder consultations was evaluated on set principles and incorporated in the document.
- The biggest constraint, which was unforeseen, was the political uncertainty that followed both before and after the change in Government in April 2022. This served as a massive impediment and constraint, as the primary client of this project did not have any political capital to allocate to achieve the objective of Living Indus. However, the state functionaries i.e. the bureaucracy at MoCC, provided the necessary support to

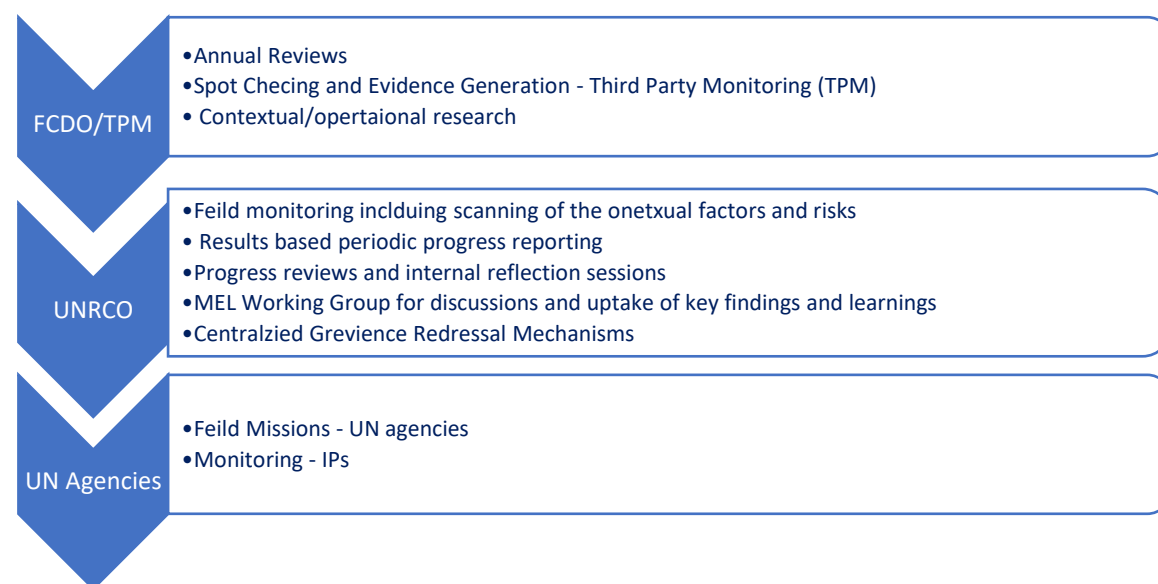
complete the project and successfully transition the agenda from one government to the next. Living Indus is an important agenda, and we expected not much resistance from any stakeholder as such. But the fact remains that maintaining a good relationship with the bureaucracy is pivotal for success. The second but lesser impediment was insufficient financing and time to prepare a highly technical master plan – but this was solved through a strategic shift as explained in the above section.

- Living Indus Initiative proved to be a very good precedent for successful Joint UN programmes co-financed by UN agencies and thus provides strong basis for achieving common objectives through similar joint and co-financed initiatives.

Monitoring and Evaluation

The Naway Wraz Programme developed and followed a multi-layered M&E framework to be able to robustly track performance indicators and targets. The M&E framework has ensured the relevance, efficiency and effectiveness of its interventions, tracked progress against log frame indicators, work plan deliverables and performed a learning and coordination function. The implementation of the M&E framework had different complementing tiers as illustrated in a figure down below.

Figure: Monitoring Levels



The Naway Wraz Programme used a set of agreed frameworks for planning and MEL activities, thus ensuring objectivity and transparency. This included a log frame analysis and adaptation, VfM analysis and reporting, operational/strategic risks reporting, tracking and reporting of safeguarding aspects, annual reviews, periodic result-based progress reporting, discussions and adaptation of key field learnings through M&E working group meetings, progress sharing and informed strategic decision making through regular meetings of; management committee, steering committee, technical working groups and other coordination structures, internal reflection sessions, centralized programme based reporting of grievances redressed through (GRM working group, contextual monitoring and integration of emerging environmental challenges and opportunities. Following are tools used in the implementation of MEL framework.

MEL Framework Tools

UNRCO had the responsibility of collating and quality assurance of detailed quarterly/final narrative progress reports for FCDO, which included an updated risk register, brief on contextual monitoring, updated quality dashboards, asset register, due diligence, MoVs, a quarterly summary of grievances received and redressed and value for money (VfM) analysis. To fill in the Govt counterpart departments with the latest data and information from the field, the UNRCO NWP team tailored more specific quarterly progress reports as well as communication products (programme briefs, brochures) for the consumption of external stakeholders more specifically the Govt line departments.

The progress report contained a dashboard providing a structured and transparent means of tracking programme progress against log frames milestones and work plan deliverables using a red-amber-green rating with explanations

for delays to activities. This gave a holistic picture of programme progress quarterly and facilitated proactive and informed decision-making by the programme Governance. Narrative quarterly and annual progress reports provided a comprehensive description of the consolidated results achieved under each output, risks/challenges faced, lessons learned, steps taken for gender inclusion, targeting approaches employed, community feedback obtained, safeguarding measures undertaken, VFM, MoVs, and how programme activities have been monitored.

Over its 2 years duration, the programme has efficiently managed the delivery of agreed milestones with verifiable means of verification for each deliverable. The revised and more focused logframe had agreed on a total of 36 (100%) milestones, which have been achieved 100% with a slight reduction in the scope of work under certain activities. Midcourse revision to milestones was made partly in the context of the COVID outbreak and also as a result of the recommendation of annual reviews and internal reflections with close consultation with FCDO, participative agencies and relevant line departments.

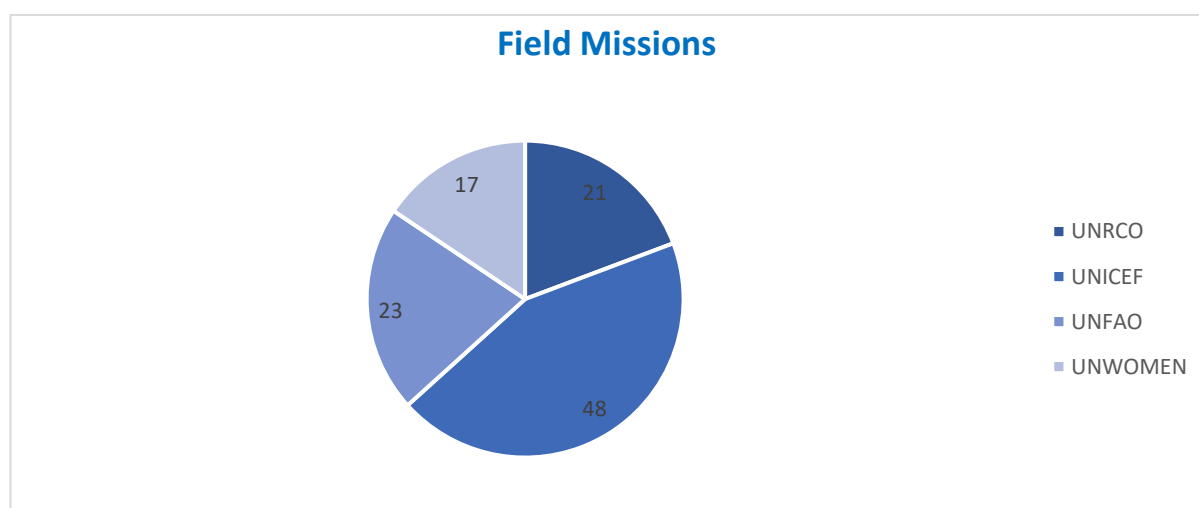
The programme has formally been monitored through **FCDO annual reviews**. Over the course of the programme, the donor carried out three annual programme reviews which included desk reviews and meetings with staff and key stakeholders. Restricted field access, however, impeded the collection of beneficiaries' data on programme delivery. Therefore, the reviewers had to count on the beneficiary feedback captured by the field monitoring teams of RCO, TPM and UN agencies. The programme scored two consecutive B's and last A based on criteria; a) progress against the log frame indicators and milestones, b) Perception of quality of interventions and the extent to which implementation has followed conflict-sensitive principles c) Lessons learned on community resilience in KPMD and used to facilitate learning and incorporated into decision-making. As a result of review recommendations, the programme was able to pivot more specifically to address the primary and secondary implications of COVID besides improving effectiveness, efficiency, impact, and sustainability. The agile and adaptative approach allowed close monitoring of achievability of targets and regular adjustment in the programme to keep the variance between planned and achieved minimal. An updated and clearly articulated log frame helped programme management and teams



the programme, there were two iterations of the log frame revisions reflecting changes in context, midcourse corrections following reviews. Costed work plans translated log frame indicators into quarterly milestones with trackable timelines and responsibilities.

UNRCO being the coordination lead of the four agencies' consortium developed and implemented a comprehensive data collection/monitoring plan, set up and organized regular meetings of the M&E working group to discuss and evolve a consensus on reporting templates, data collection and monitoring visits and key findings from the field. Similar, UNRCO coordinated about 8 quarterly meetings of the management committee and three steering committee to review the progress and to decide on strategic issues at the highest level. Along the same lines, five internal reflections were also facilitated to capture 'what was going well and what required improvements? There were regular meetings of coordination structures such as technical working groups, finance working groups, grievances redressal working groups of all participative implementing agencies and donor essentially to be able to find quick and agreed solutions to all hiccups at hand and to move forward with a sort of common understanding for the achievement of the agreed objectives of the programme.

Despite of a host of access challenges, the UN agencies together with UNRCO were able to undertake a total of 19 **field missions** to validate and spot check the outputs produced during the programme. In some cases, joint field missions were also undertaken in order for all agencies to know how the NW programme as a whole doing on the ground. The prime objective of field visits were to gauge and oversee the actual programme delivery inline with set expectations and quality standards.



Leveraging on relative impartial and natural status, the RCO team complemented the monitoring efforts of the UN agencies' by capturing the feedback of ultimate beneficiaries and relevant line departments to influence the quality, efficiency, and transparency of programme delivery. Along with field visits, UNRCO had established a centralized dedicated **grievance redressal mechanism (GRM)**. The said system encouraged all stakeholders to directly reach out to the UNRCO team for any feedback or grievances. The UNRCO field team was immensely effective in figuring out communication and coordination gaps at the field level and helped to constitute and operationalizing district working groups with Govt. departments identified potential opportunities for policy and value for money collaborations among the implementing partners. Following are some instances of demonstrated effectiveness of UNESCO's role in-field monitoring.

- Coordination gaps were identified by the RCO team and helped set up district-level coordination working committees with district administration.
- Based on the beneficiary feedback, Identified, and helped FAO to make the beneficiary targeting criteria more inclusive, participative, and widely communicated
- Quality issues in structural works were reported and remedied.
- RC led the process of escalating sustainability and value for money challenges both in education and health interventions to provincial ministerial level and relevant departments.
- UNWOMEN women included women with expired CNICs on the recommendation of RCO field monitors.
- Synergies and value for money collaborations were identified both inter pillar and inter agencies.
- Operational and reputational risks were identified and reported.

- As a result of field learnings, pocket-size cards of GRM were distributed widely, resulting in a substantial increasing community response. ·
- Community-level conflict drivers were identified and communicated to the agencies.
- Contextual factors were monitored and reported to FCDO.

Testimonials of Key Counterparts

“Our development partnerships are laying the foundations for sustainable development in the Merged Areas”

Since taking charge of the Planning and Development Department, our priorities have focused on fostering the historic merger of the former tribal areas that promises progress and prosperity for more than 5 million people of the region.

As we move forward on this transition under the Tribal Decade Strategy, we have benefited from the cooperation and expertise of United Nations Development Programme funded by the Foreign, Commonwealth & Development Office under the Naway Vraz-joint UN Programme for Newly Merged Districts.

Together we are committed to advancing the social, economic and governance reforms with our development partners for sustainable development in the Merged Areas.

Shakeel Qadir Khan
Additional Chief Secretary
Government of Khyber Pakhtunkhwa

"I have been growing potatoes for years, however I never had as much production. I am surprised that the same field and water has given 10 bags of produce per seed bag. I never harvested more than 7 bags earlier. I am thankful to FAO team, they provided me with high-quality seeds and fertilizers, my potatoes are selling good. I will build my agriculture business and will register with farmer school for training on sowing before next season starts. I hope FAO will continue to support us farmers who are unaware that with a little change in producing methods and seed quality, we can have high yield and better price." says Gul Amin, a potato grower from Shalozan, Kurram district.

"Raising animals is my ancestral profession, however, I had no idea how to best feed animals with a plan for good growth in order to maximize profit. After I received training on how to plan feeding the animals, I did better in my business. The FAO initiative of supporting feedlot fattening of livestock allows raising more cattle with less land-usage. This is helping herders like me to produce meat in more economical way. I will increase the number of my animals to grow my livestock business." says Hanifullah, a herder from Issori village in North Waziristan

"I am happy that with a birth certificate document in hand, my child will never be troubled for documents in future— ever since the good news, I am now busy motivating the mothers in my neighbourhood to get their child's birth registered under for free." Says mother of Ijaz, an orphan from Mohmand district who could get admission in school with birth certificate.

"I am very happy and thankful to the people who provided this facility. I am glad I listened to the LHV and came here to deliver. I have learnt many new things regarding the care for new-born baby. I will tell other women about this facility." Rajmina Bibi, a 31 year old woman who delivered a baby at Civil Hospital Lowaramena.

"I tried for two years to get my wife's CNIC but to no avail. We could not benefit from Sada-e-Aman programme. I tried hard but failed. Now this is a blessing for people like us to be able to apply for CNIC at their doorstep that also free of cost." said Rab Nawaz a resident of Mulagori village in Jamrud tehsil of Khyber district.

[UNDP Administered Donor Joint Trust Fund (00130595)]
MPTF OFFICE GENERIC ANNUAL PROGRAMME⁴ NARRATIVE REPORT
REPORTING PERIOD: FROM 02.2022 TO 06.2022

<p style="text-align: center;">Programme Title & Project Number</p> <ul style="list-style-type: none"> Programme Title: Living River Initiative- Ecological Restoration of the Indus river basin for a climate resilient future Programme Number (if applicable) UNJP/PAK/160/UNJ MPTF Office Project Reference Number:⁶ 	<p style="text-align: center;">Country, Locality(s), Priority Area(s) / Strategic Results⁵</p> <p><i>(if applicable)</i> Country/Region Pakistan</p> <hr/> <p><i>Priority area/ strategic results</i> Goal 1 End poverty in all its forms everywhere</p> <p>Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>Goal 6. Ensure availability and sustainable management of water and sanitation for all</p> <p>Goal 13. Take urgent action to combat climate change and its impacts</p>
<p style="text-align: center;">Participating Organization(s)</p> <ul style="list-style-type: none"> Organizations that have received direct funding from the MPTF Office under this programme <p>FAO Pakistan</p>	<p style="text-align: center;">Implementing Partners</p> <ul style="list-style-type: none"> National counterparts (government, private, NGOs & others) and other International Organizations Ministry of Climate Change
<p style="text-align: center;">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: 83,823 MPTF /JP Contribution⁷:</p> <ul style="list-style-type: none"> by Agency (if applicable) 	<p style="text-align: center;">Programme Duration</p> <p>Overall Duration (months) 4 months Start Date⁸ (dd.mm.yyyy) 22022022</p>

⁴ The term “programme” is used for programmes, joint programmes and projects.

⁵ Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

⁶ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

⁷ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

⁸ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

Agency Contribution • <i>by Agency (if applicable)</i>	Original End Date ⁹ (<i>dd.mm.yyyy</i>) 30062022
Government Contribution (<i>if applicable</i>)	Actual End date ¹⁰ (<i>dd.mm.yyyy</i>) 30062022
Other Contributions (donors) (<i>if applicable</i>)	Have agency (ies) operationally closed the Programme in its(their) system? Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>
TOTAL:	Expected Financial Closure date ¹¹ :
Programme Assessment/Review/Mid-Term Eval.	Report Submitted By
Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i>	<input type="radio"/> Name: Shah Nasir Khan <input type="radio"/> Title: Senior Strategic Planner & Head of RCO <input type="radio"/> Participating Organization (Lead): FAO <input type="radio"/> Email address: shah.nasir@un.org
Evaluation Report - Attached <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i>	

⁹ As per approval of the original project document by the relevant decision-making body/Steering Committee.

¹⁰ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

¹¹ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

In Pakistan, one single complex river system defines its future well-being, the River Indus Basin which is the lifeline of Pakistan. The Indus Basin is under threat from the triple assault of climate change impact, pollution and biodiversity loss. In December 2021, the Prime Minister's Committee on Climate Change approved the launch of a major new initiative for the ecological restoration of the Indus River Basin for a Climate Resilient future. It was envisaged that Pakistan needs a vision and an Indus Basin Master Plan (IBMP) to conserve the resource base, use it wisely and restore the ecosystem. The Special Adviser to the Prime Minister on Climate Change highlighted the need and advocated for developing Pakistan's adaption plan to climate change.

This Master Plan envisioned to unite existing initiatives, cover gaps, identify framework for climate financing followed by a national communication strategy for its implementation. FAO's technical team supported the Ministry of Climate Change in development of a Master Plan for the ecological restoration of Indus River Basin and build their capacity in terms of governance arrangements for transboundary river basin management.

A comprehensive Living Indus Document (LID) was developed in consultation with the Ministry of Climate Change, federal and provincial governments. The LID identified and proposed key interventions required for ecological restoration of Indus River Basin. The interventions encompassed existing initiatives by the federal and provincial government and its development partners, identified the gaps, proposed new actions and sought new Climate Finance and Nature Based Solutions. A living document on the initiative was developed after extensive provincial and federal consultations and was presented to federal and provincial governments for review and endorsement.

The results achieved were funded by two different projects: UNJP/PAK/160 funded by UN Joint Programme and co-financed by Technical Cooperation Programme of FAO - TCP/PAK/3809.

I. Purpose

Project's key objective was to identify key interventions required for the protection and restoration of Indus River Basin ecosystem for sustainable development and climate resilient future. The LID built upon existing initiatives, bringing them together and identifying gaps in the response that needs action envisioned. In addition, it was envisioned that the plan would be a framework for adaption financing, nature-based solutions from the governments and partners and will be accompanied by a communication strategy engaging all stakeholder including civil society.

For this purpose, the UNRC as the lead, appointed United Nations Food and Agriculture Organization (FAO) as the lead technical agency for providing support to the Government. Transformative levers were federal coordination, provincial leadership and large-scale mobilization. The LID formulation process was UN assisted, country-driven, and participatory and followed the transparent approach. The process connected a wide range of stakeholders including government, parliamentarians, development partners, UN agencies, academia, media, think tanks, private sector and civil society relevant to the subjects of population, economy and the environment.

The project's activities were co-financed by UN Joint Funds and FAO's funds under TCP project. Therefore, the outputs were partially achieved under UNJP project and partially under the TCP funding of FAO.

FAO, being a technical agency, provided support to the Living Indus Secretariat, which was established in the Ministry of Climate Change (MoCC) with coordination mechanism in each province

II. Assessment of Programme Results

The project achieved desired results in terms of identification of interventions through wider and extensive stakeholder's consultations and initiated a discourse on health of Indus River with potential to instigate strategic shift in the way Indus River Basin is governed and managed.

A functional secretariat was established within MoCC, with a national project coordinator and six provincial coordinators along with data analyst and communication experts. An international expert on water governance led the team, supported by an international expert on climate change financing. The scope was refined and developed through a series of consultations with senior policy makers and experts in all the provinces (mostly at the Chief Minister level) and in Azad Jammu and Kashmir (Prime Minister's office); meetings of the research teams with provincial policymakers in key ministries and departments; and a series of expert consultations with academic, civil society, business and area specialists. In the first round during the month of February 2022, a series of two provincial and one national level consultations took place. The team compiled the feedback received from the national and provincial consultations and drafted the first version of the Living Indus document outlining.

25 key interventions along with the indicative cost and the geographical scope of these interventions were identified in the LID. These key interventions included a Living Indus Knowledge Platform, Indus Trust Fund, Climate and Nature Performance bonds for a Living Indus, Community Access to Clean Energy, Zero Plastic Waste Cities, Green Infrastructure for Flood Control and Groundwater Recharge, Nature-Based Resilient Agriculture and multiple other interventions for ecological restoration of Indus River Basin.

One of the key interventions proposed in the LID is related to communications 'Telling the Living Indus Story', which explains the strategy (Chapter 2 - Intervention #25). Under this intervention, the living indus team conducted various outreach and communication activities: Indus Rafting Expedition, Production of a documentary on the Importance of the Indus River, engagement with stakeholders in each province on the content and design of the LID and incorporating feedback from federal and provincial departments. In addition, the Living Indus Plan was pitched at various national and international fora for blended financing opportunities. Living Indus Plan was also advocated through multiple national and international climate change webinars and sessions.

A virtual side event jointly organized by MOCC and FAO on Living River Initiative held during the Asia-Pacific Forum on Sustainable Development on 30 March 2022. The event featured the Government of Pakistan's efforts to restore and rehabilitate the ecosystems including river systems. A documentary was also developed advocating the importance of a Healthy Indus.

https://www.youtube.com/watch?v=AQB_AmdsnuU

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1¹² Indicator: Baseline: Planned Target:	Protection and Restoration Master Plan for Indus River Basin implemented by Government of Pakistan Baseline:0 Target: 1		Living Indus document
Output 1.1 Indicator 1.1.1 Baseline: Planned Target:	Master Plan to protect and restore Indus River Basin starting from the mountains, through the plains till sea is developed Protection and restoration master plan for Indus River developed 0 1	The draft of the Living Indus document was developed under UNJP/160/UNJ after detailed consultations with all the key stakeholders, while review, finalization and endorsement from the Government was achieved under TCP/PAK/3809. This activity was partially achieved under UNJP/160/UNJ (80%) and partially under TCP/PAK/3809 (20%).	Living Indus document https://www.livingindus.com/wp-content/uploads/2023/01/Living-Indus-Investing-in-Ecological-Restoration-Final-Version.pdf

¹² Note: Outcomes, outputs, indicators and targets should be as outlines in the Project Document so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Output 1.2	Communication Strategy for the Implementation of Master Plan is developed	Under UNJ/160, within the draft document produced, one of the interventions proposed is on communications which explains the strategy (Chapter 2 - Intervention #25). Although communication strategy was not developed under this project, different building blocks of the strategy were identified.	Photo library – Engaged Indus Rafting expedition to capture the Indus from its source to the delta
Indicator 1.2.1	Communication strategy for the implementation of Master Plan developed	Several communication products were developed and the advocacy of the cause was carried out through virtual and in-person events at different national and international fora.	https://drive.google.com/drive/folders/1GCqpfESKnIGrft2ycfRQgUyxQJMDqlA
Baseline:	0		An Indus documentary
Planned Target:	1	<ul style="list-style-type: none"> A virtual side event was also jointly organized by MOCC and FAO on Living River Initiative held during the Asia-Pacific Forum on Sustainable Development 2022 in March 2022. The event featured the Government of Pakistan's efforts to restore and rehabilitate the ecosystems including river systems. A session was organized during the annual festival of Lahooti Melo held in Karachi, Sindh to celebrate the River Indus. One hour panel discussion was 	https://www.youtube.com/watch?v=AQB_AmdsnuU

		<p>organized on June 5 2022, on the theme of “the living Indus”.</p> <ul style="list-style-type: none"> • The project provided support to Indus Rafting Expedition through provision of a dedicated personel for taking high resoloution photographs and raw footages of different segments of Indus River from its source to the delta. • A documentary highlighting the importance of Heathy Indus was also produced. <p>This activity was partially achieved under UNJP/160/UNJ (30%) and partially under TCP/PAK/3809 (70%).</p>	

iii) Evaluation, Best Practices and Lessons Learned

The Living Indus project is best described as an effort to incubate the agenda to restore the health of the Indus Basin. At project inception in December 2021, the objective was to develop a master plan. However, a strategic shift was brought to redirect the project from a master plan to agenda incubation. This is a success, given both limited resources and the time constraint. The following lessons and good practices were learned:

- For flagship programs, such as Living Indus, which requires a strategic shift in government agenda, massive funding and broad-spectrum participation by stakeholders, it is best to build the program in smaller steps.
- Given the diversity within the core team, another good practice adopted was to give each member the opportunity and autonomy to contribute to and steer Living Indus in different arenas e.g. our technical advisors completely led the thinking, the others developed the network/outreach within and outside the UN system.
- The feedback received as a result of comprehensive stakeholder consultations was evaluated on set principles and incorporated in the document.
- The biggest constraint, which was unforeseen, was the political uncertainty that followed both before and after the change in Government in April 2022. This served as a massive impediment and constraint, as the primary client of this project did not have any political capital to allocate to achieve the objective of Living Indus. However, the state functionaries i.e. the bureaucracy at MoCC, provided the necessary support to complete the project and successfully transition the agenda from one government to the next. Living Indus is an important agenda, and we expected not much resistance from any stakeholder as such. But the fact remains that maintaining a good relationship with the bureaucracy is pivotal for success. The second but lesser impediment was insufficient financing and time to prepare a highly technical master plan – but this was solved through a strategic shift as explained in the above section.
- Living Indus Initiative proved to be a very good precedent for successful Joint UN programmes co-financed by UN agencies and thus provides strong basis for achieving common objectives through similar joint and co-financed initiatives.