



KHYBER PAKHTUNKWHA TRIBAL DISTRICTS SUPPORT PROGRAMME

UN PAKISTAN PROPOSAL UK/DFID

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Acronyms & Abbreviations

AC	Assistant Commissioner
ACS	Additional Chief Secretary
ADP	Annual Development Programme
CM	Chief Minister
CS	Chief Secretary
CrPC	Criminal Procedure Code
DC	Deputy Commissioner
DFID	Department for International Development
HC	Humanitarian Coordinator
FATA	Federally Administered Tribal Areas
FAO	Food & Agricultural Organization
FC	Frontier Constabulary
FCO	Foreign & Common Wealth Office
GBV	Gender Based Violence
HTAD	Home and Tribal Affairs Department
IDPs	Internally Displaced Persons
IDS	Integrated Development Strategy
IIMU	Integrated Information Management Unit
KP	Khyber Pakhtunkhwa
KPI	Key Performance Indicator
LG	Local Government
M&E	Monitoring & Evaluation
NAP	National Action Plan
OP III	One Programme III
PA	Political Agent
P&DD	Planning & Development Department
PATA	Provincially Administered Tribal Areas
RoB	Rules of Business
SAFRON	Federal Ministry for States & Frontier
RC	Resident Coordinator of UN
SoP	Standard Operating Procedure
TDs	Tribal Districts
UCs	Union Councils
UNDP	United Nations Development Programme
UNICEF	United Nations' Children Fund
UNRC	United Nations Resident Coordinator
UN Women	United Nations Entity for Gender Equality & Women Empowerment

I. Executive Summary

The Tribal Districts of the Pakistan's Khyber Pakhtunkwa (KP) Province (formerly called the "Federally Administered Tribal Areas¹ – FATA) span the region bordering Afghanistan and Pakistan provinces of Khyber Pakhtunkhwa (KP)². They remain one of the most underdeveloped regions of Pakistan, enduring decades of marginalization, and economic deprivation. Livelihoods and employment remains a critical issue related to both social and economic development, and to matters of stability and governance.

The predominantly agrarian economy is based on arable agriculture, livestock, fisheries and forestry, which provide some 97% of employment and livelihoods, and these have all been seriously affected by conflict in the KP Tribal Districts in recent years. In addition, the KP Tribal Districts' unique constitutional status, exposure to instability in Afghanistan and the paltry resource allocation under successive governments have contributed, over time, to a worsening of human and economic development indicators relative to the rest of Pakistan. The effect of these multiple challenges can be clearly seen in UNDP's Multi-Dimensional Poverty Index (MDPI), which shows that, in 2016, 73.7% population of the KP Tribal Districts lived in multi-dimensional poverty, while the comparable figure for the KP Province stood at 49%.

The passage of the 25th Constitutional Amendment with political consensus and its subsequent presidential approval on 31st May 2018 signals a historic change and will fundamentally alter the lives of 5 million inhabitants of the KP Tribal Districts. The merger modifies the institutional political economy, including the role of the KP Assembly and bureaucracy. To manage this transition for the next two years, the "*FATA Interim Governance Regulations Act 2018*" has been introduced as an interim arrangement to replace the draconian Frontier Crimes Regulation which has been repealed. The KP Government, including judicial and legislative bodies, will now lead the reform process. However, the process will be carried out in collaboration with the Federal Government who will be responsible for providing bulk of the finances and the planning capacity for the implementation of reforms, particularly the socio-economic agenda.

Informed by the currently evolving context, the proposed two-year joint programme by FAO, UNDP, UNICEF and UNWomen, led by the UN Resident Coordinator, aims to ensure the sustainability of the return process and strengthen the social contract between the state and the

1 In early June 2018, the "Tribal Agencies" and "Frontier Regions" of the former FATA were re-designated, respectively, as "Tribal Districts" and "Sub-Divisions" of Khyber Pakhtunkhwa Province. Subsequently, the positions of "Political agents" and "Assistant Political Agents" were also re-designated, respectively, as "Deputy Commissioners" (DCs) and the positions of "Assistant Commissioners" (ACs), under the "FATA Interim Governance Regulation 2018".

² There are also some "Tribal Districts" in Balochistan, not covered under this proposal.

citizenry. The DFID funded programme specifically is aiming to build stability and reduce poverty in the KP Tribal Districts. The programme will work towards these aims by: 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 is guided by UN principles, best practices and lessons learnt from over a decade of working in the KP Tribal Districts. Since 2010, it has been the UN's largest portfolio, with approximately US\$300 million invested annually. A risk-informed programming approach is at the heart of the integrated programme. While the Constitutional Amendment provides clarity about the legal status of the KP Tribal Districts, the transition will be a complex process. Lack of coordination, fragmented information, duplication in investment and unintended gaps in support are risks that can potentially hamper progress towards a smooth transition from humanitarian towards sustainable development and peace in the area.

The proposed integrated programme is aligned with DFID's strategic objectives of the *2015 UK Aid in FATA*, and with various other strategic documents such as the UN Sustainable Development Framework (UNSDf) (2018-2022), within which falls the KP Tribal Districts Transition Framework of 2018 (still pending finalization with the new KP provincial government). It also contributes towards the Government's draft FATA 10-year Development Socio-Economic Development Plan, Agriculture Action Plan FATA, and Pakistan's Vision 2025.

Special considerations

- There will be a programme level Management Committee (MC) for DFID funds. Inter alia this committee will have as one of its roles that of oversight on overall programme risk management. The MC consists of: the UN Resident Coordinator; Head of DFID; DFID SRO; and the Heads of Agencies of participating UN agencies: UNDP; UNICEF; FAO; and UNWOMEN.
- UNRCO will employ recognised programme management approaches and tools for effective and efficient management of the programme in close coordination with UN agencies existing management structures and avoid duplication.
- A results framework will be developed to report on results by end November 2018. This will include: measurable indicators; targets and will document data sources. To ensure Value for Money (VfM) of the programme spend a framework will also be developed and agreed with DFID.

- The Risk Matrix for the programme (as agreed by UNRCO and DFID) will be updated on a monthly basis and will be submitted to RCO by individual agencies which will be compiled and shared with DFID. This matrix will include: risk mitigation measures and planned risk assurance arrangements.
- Safeguarding and fraud training will be conducted for all downstream partners (and staff procured as consultants) and expectations regarding incident reporting communicated to them. The safeguarding checklist provided by DFID will be included in the micro-assessment of downstream partners. Risk and fraud updates would be obtained from downstream partners on a monthly basis to feed into the Risk Matrix. Changes in the delivery chain map will need to be approved by the Management Committee at quarterly meetings.
- Agencies are required to get prior agreement from DFID to adopt modality of fund channeling through government systems.
- The RCO and implementing agencies will follow up on/implement the findings of the due diligence reports that DFID will undertake during inception phase. The progress of all recommendations and corrective actions identified in the report will be reported on a quarterly basis.
- An independent third-party monitor will be appointed by DFID for the Programme, with a view to determining whether results are being or have been achieved and the Contribution has been used for its intended purposes. The Management Committee will facilitate access arrangements.
- The inception-phase work plan will act as the guiding document for implementation along with the proposal during the inception phase. Work plans will be finalised with government and approved by DFID before implementation commences and discussed on an ongoing basis to ensure relevance and the programme does not do harm.

II. Situation Analysis and Context

The KP Tribal Districts are a remote area, bordering Afghanistan and Pakistan's Provinces of Khyber Pakhtunkhwa (KP) and Balochistan. With a population of five million, the area has been negatively affected by decades of poverty, conflict and under-development. Agriculture and livestock provides for 97%³ of all livelihoods in the KP Tribal Districts. 57% landholdings are smaller than one hectare and farmers are engaged in crop production mainly at the subsistence

3 Green Sector desk review in FATA Task Force.

<http://www.humanitarianresponse.info/system/files/documents/files/FATA%20Desk%20Review%20Green%20Sector.pdf>

level, which is characterised by under-utilisation of land, poor productivity and risk-adverse behaviour. Poor farm-market linkages and infrastructure as well as scarcity of water hinder surplus production. Moreover, it is estimated that more than 40% of the farm produce is lost either pre-harvest or at post-harvest stage.⁴

Its unique constitutional history, conflict and an enduring lack of interest in development by successive governments have contributed, over time, to a worsening of human and economic development status relative to the rest of the country. The KP Tribal Districts have experienced conflict and chronic instability throughout their history, causing extensive damage to basic social infrastructure and livelihoods. Historically, this was largely because of tribal disputes over natural resources. Since 9/11, numerous military operations have been launched by the government to stem the tide of militancy in the region, resulting in the displacement of over a million inhabitants.

2017 witnessed the end of the Government of Pakistan's *FATA Sustainable Return and Rehabilitation Strategy*⁵, formulated to ensure the progressive, sustainable return of the region's population displaced by the anti-militancy operation "Zarb-e-Azb." While the Government and the international community have made progress towards multi-sector rehabilitation, there are still gaps between the meeting of basic needs through short-term support and the establishment of effective governance and access to justice, inclusive employment and economic growth, which remain the main drivers of potential conflict.

Until recently the humanitarian, development and peace actors have, for the most part, operated within institutional silos. The humanitarian and development actors in Pakistan are well-aware of the benefit of working together to address the root causes of vulnerabilities within the KP Tribal Districts. The 2030 Agenda, the UN in Pakistan's third generation of One UN Programme (OPIII) – UN Sustainable Development Framework (UNSDF 2018-2022), and the New Way of Working (NWOW) are critical in guiding UN's work on the humanitarian-development continuum in the KP Tribal Districts. Based on the need for better coordination and coherence in the KP Tribal Districts, a multi-partner FATA Task Force led by the UN Resident Coordinator (RC)/Humanitarian Coordinator (HC) and the Additional Chief Secretary (ACS) of FATA elaborated a three-year KP Tribal Districts Transition Framework (April 2018) that aims to:

4 Agri Sector review. USAID Firms project. 2013.

5 FATA Secretariat, 2015.

http://www.pk.undp.org/content/pakistan/en/home/library/crisis_prevention_and_recovery/fata-sustainable-return-and-rehabilitation-strategy-.html

- Address urgent needs for peaceful development and the root causes of vulnerability that cause poverty and instability in order to, inter alia, sustain returnees in place;
- Undertake long-term socio-economic development that addresses the major causes of vulnerability and conflict;
- Utilize financial resources in the most effective manner possible;
- Foster stronger international engagement in the KP Tribal Districts through effective and coherent coordination; and
- Begin implementing UN Reform measures through a strengthened role for the UN Resident Coordinator and closer integration of planning, implementation and monitoring of activities undertaken by UN Agencies.

A key component has been undertaking the Vulnerability Assessment (see Annex 1 for full report) to establish a common understanding of the needs and problems in the KP Tribal Districts post-return. In December 2017, UNDP, WFP, OCHA, FAO, UNICEF, the World Bank, NGOs and Government partners such as the FATA Secretariat, the Ministry of SAFRON, the FATA Bureau of Statistics, and the FATA P&D Department led a multi-faceted analysis of the vulnerabilities, challenges and opportunities for peaceful development in the KP Tribal Districts following the return of over 95% of Temporarily Displaced Persons (TDPs). The analysis established a preliminary baseline of the multi-dimensional risks and vulnerabilities the people of the KP Tribal Districts are facing, as well as the longer-term developmental challenges of merging the Tribal Districts into KP. The assessment included a meta-analysis of existing studies, as well as a targeted, on-the-ground study on sectors for which data was limited or non-existent. The *FATA Vulnerability Assessment* comprised three elements: a) a household-level survey and quantitative analysis which included key informant interviews with 3,688 households (3,034 male-headed households and 654 female-headed households); b) a community-level qualitative analysis based upon Focus Group Discussions; c) an institutional analysis (IA).

Findings from the Vulnerability Analysis indicate that actions to date have not yet been sufficient to sustain the long-term settlement of returnees in the KP Tribal Districts, and that much of the return population lacks secure livelihoods, access to agricultural inputs and land, income-generating opportunities, access to quality basic services and adequate shelter. Weak governance, security concerns and limited access to justice contribute to the region's on-going fragility and instability. The humanitarian-development nexus recognizes that meaningful and sustainable impact in the context of fragile States, disasters and conflict requires complementary action by humanitarian and development actors. For instance, there are only limited employment or income generating options in the KP Tribal Districts, apart from agricultural activities, for

returnees to resume their livelihoods. However, in a situation when recovery of agriculture livelihoods is hindered by the lack of seed, fertilizers, agricultural tools, financial capital, functioning irrigation systems, and access to functioning markets, income levels of the returning families have declined, and a significant share of the returnees' report having insufficient amount of food for consumption. Therefore, extensive support to recover agriculture-based livelihoods, strengthen resilience and expand opportunities to maximize agriculture incomes will contribute to stabilization of the area.

The support provided by UNDP to the government in the implementation of "FATA reforms" led to the passage of the 25th Constitutional Amendment by the National Assembly, Senate and KP Assembly in May 2018. On 31st May 2018, the President of Pakistan signed the 25th Constitutional Amendment, which requires the full administrative and constitutional integration of former FATA into KP Province. While this provides clarity and removes ambiguities about the final status of the Tribal Districts, their integration into KP will be complex and will be taken into account in the implementation timeline and approach of this proposed joint programme.

Two key components of the Tribal Districts' integration into KP that will significantly alter the relationship between the state and citizenry include the creation of a local governance (LG) system and the socio-economic development of the region. Extension of the KP Local Government Act to the Tribal Districts will not only ensure equitable representation by minimizing the role of existing political elite and status quo beneficiaries but will also allow marginalized and disfranchised groups to have a greater say in the future governance system in the Tribal Districts. The allocation and spending of 30% of the development budget through the local government will strengthen and transform the services delivery mechanism in the KP Tribal Districts, thus fostering trust between the State and citizens, and will strengthen the legitimacy of State institutions.

In August 2016, the Committee on FATA Reforms recommended a *Ten-Year FATA Development Plan* (TYFDP) to improve the region's socio-economic indicators and bring them to par with the rest of the country. In December 2016, a committee of experts under the chairmanship of the Governor KP was notified to oversee the preparation of TYFDP. UNDP, with CSSF support, aided in the preparation and compilation of TYFDP through a series of consultations, including women-focused consultations in Tribal Districts, and sectoral inputs from 12 sectoral experts. In December 2017, the Governor's committee approved the objectives and sectoral priorities of TYFDP which have now been included in the Federal Public-Sector Development Programme (PSDP) (the Government approved an allocation of PKR 10 billion in the 2018/19 PSDP) pending a National Finance Commission (NFC) meeting which is expected to be approved by the next Government. Nonetheless, the capacity of institutions remains weak. Going forward, significant

investment will need to be made in enhancing the capacity of governance structures in the Tribal Districts and the whole of KP to not only improve the delivery of services, but also the execution of the TYDFP.

The KP Government, including judicial and legislative bodies, will now lead the reform process with support from the Federal Government. The caretaker government of KP has formed a task force to solve the legal implications and challenges to the Tribal Districts' merger with KP⁶. Nonetheless, it is anticipated that the transition process will be a time-consuming one. Institutions such as the FATA Secretariat, SAFRON, and the office of the Governor will continue to play a role in Tribal Districts' governance until reformed governance structures are put in place.

III. Proposed Integrated Programme

Based on the situation analysis, the joint programme under the leadership of the UN Resident Coordinator aims to ensure the sustainability of the return process and strengthen the social contract between the state and the citizenry. The programme will achieve these overall aims by: a) helping communities and returnees to become more resilient 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 Theory of Change included in DFID's Business Case provides the overarching framework for the present proposal by the UN.

Lessons learned:

The design of the integrated programme draws heavily from the lessons learned and best practices based on the UN's experience in implementing programmes in KP Tribal Districts over the last decade. The Humanitarian Cluster mechanism has provided useful coordination of UN activities with those of partners in the KP Tribal Districts and has helped create synergies between various initiatives. Such coordination for early recovery and development activities will provide useful value added to collective UN efforts in the Tribal Districts, and lessons learned by the Clusters will be taken into account in the detailed preparation and implementation of the proposed programme.

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http://cmkp.gov.pk/news_detail_news.php?nld=1141

Better mapping of UN and other partners activities in the Tribal Districts could have helped increase synergies in UN-supported work to ascertain the real unmet needs of the population in each programme area, therefore the proposed programme will include detailed mapping of activities by others (UN Agencies, other donors and government).

Humanitarian, early recovery and development activities all require outreach to the local population to increase the demand for, and use of, social services to help overcome cultural barriers and resistance. In the context of the KP Tribal Districts (particularly the current changes in its legal and administrative structures) such outreach mechanisms could also be used to build support for the reforms and for local governance. However, it should be noted that, experience to date has shown that “community mobilization” activities may be viewed as a threat by various authorities and groups, and therefore a more cautious approach will be adopted for the initial two-year phase, making use of existing service delivery management and user committees (WASH, health, education, agriculture, etc.) with increased efforts to align and coordinate these as a precursor to possible establishment of a more focused community engagement mechanism in subsequent phases of the programme (years 3-6).

- **Vulnerability varies** across sectors and Tribal Districts, with some areas currently appearing to be particularly vulnerable (e.g., central Kurram and upper Orakzai, together with some of the more remote areas of other Tribal Districts). In these areas, multi-sectoral needs must be prioritized, and monitoring tools implemented to identify changes in vulnerability over time, focusing especially on the *tehsil* level, to establish a flexible investment approach that can anticipate and address emerging problems before they become critical.
- **Protection must be central during the transition period** and should be integrated in all sectoral activities. Specific services to facilitate legal status and documentation, resolution of disputes, and to address gender-based violence remain important priorities.

Implications of the merger:

The implementation of the merger/reforms will be through a phased approach. All the agencies participating in Pillar 1 will liaise closely with the FATA Secretariat (while it exists) and with KP provincial line departments.

Cross sectoral linkages/collaboration:

Programme management mechanisms proposed for this joint programme provide avenues to ensure cross-pillar collaboration. The RC will retain his/her overall lead role in coordinating the programmatic direction, in consultation with DFID. Partners engaged under specific activities will

serve as a critical conduit to secure the inputs of local communities and civil society of the Tribal Areas. In addition, regular purpose-oriented meetings will be conducted to coordinate UN activities with those of partners in the Tribal Districts, thus helping to create the necessary synergies between various initiatives. This approach will be grounded in an informed understanding of critical developments that might take place for which the UN would require closer and more timely coordination to provide useful value added to collective UN efforts in the region.

Civil society, UN agencies and government departments will all be involved in the efforts. An analysis of all relevant stakeholders will be compiled at the beginning of the programme. This will be done by conducting a mapping exercise to categorize appropriate stakeholders, to be carried out by an implementing partner which will be selected through a Call for Proposals, with the most qualified and experienced partner being selected as per UN established rules, policies and procedures.

Security and access:

As per the Pakistan Bureau of Statistics 2017, there are 5.01 million people living in the merged Tribal Districts of KP, of which 2,445,357 are females. In recent years, the region has been severely affected by unrest and military operations to ward off anti-State elements from this under-developed region. Owing to military operations and a precarious security situation, widespread displacement of the local populace took place triggering a humanitarian crisis in the tribal belt. Despite the situation, the UN has been able to access all 7 Tribal Districts. Internally, the UN conducts a Security Risk Assessment (SRA) through UNDSS. The assessment generates a set of recommendation to mitigate the threats and facilitate programme implementation in high-risk environment. The SRA is revised when there is a change in the external environment. The Programme will also benefit from the humanitarian’s coordination structure – Access Working Group that has facilitated a range of access options including blanket NOCs.

Need

As per FATA Development Household Survey 2013-14, the youth unemployment stands at 11.8% relative to 5.6% for the rest of Pakistan. The labor force participation is reported at 24.2% while it is 32.3% for the rest of Pakistan.

As per the education census 2015-16 in region, there are at least 5,994 schools and as many as 1,036 schools (611 for boys and 425 for girls) are non-functional. Further, the dropout rate at primary level is 36.5%. The literacy rates also paint a dismal picture at 33.3% compared to 58% for Pakistan. In terms of gender inequality, education statistics do not indicate a conducive environment with only 12.7% of female literacy reported compared to 47% for the rest of Pakistan. Lack of literacy amongst females, coupled with strict patriarchal codes of conduct, inhibit their empowerment and mobility, hence relegating most to conventional roles. Lack of public health services is also an issue, especially for women, and the maternal mortality rate is

395 per 100,000 live births compared to 275 in KP (although the figures in the 2018 Human Development Report are better).

As per statistics shared by the Ministry of Planning 2016, the Multi-Dimensional Poverty Index (education, health and standard of living) for FATA was 0.337 compared to 0.197 for Pakistan.

FAO has proposed to facilitate Joint and participatory community needs assessment to identify specific recovery and resilience needs in selected districts together with other UN partners. This will engage the major stakeholders including communities in process and identify their needs. Similarly, climate-smart profiles will also be developed through a participatory approach, and inputs from the local stakeholder will be included. The climate-smart practices suitable in the context will be identified with help of farming communities and implemented through them in targeted Districts.

Shocks and emergencies:

Protracted emergencies have weakened the social fabric and badly reduce the capacity of the poorest and most vulnerable groups to survive. It has affected all sectors of society, but the poorest and most marginalized groups have been worse affected, with women children, elderly and disabled bearing the brunt of the disaster the most. In order not to disrupt the social structures further, the programme implementation strategy will be deeply rooted in community-based approach and efforts will be made to ensure effective social cohesion and support systems. Consortium members past experience and lessons learned gained through community-driven approaches will set guidelines and principles in Pillars 1 and 2 (e.g. people-centred, integrated, ensuring micro-macro linkages, and seeking sustainability) and will remain flexible and dynamic. Efforts will be made to enable people to take lead roles by providing integrated support (e.g., agriculture, WASH) and will facilitate community access to social safety nets (CNIC and birth registration).

Geographic targeting: The participating agencies in Pillars 1 and 2 have agreed to jointly focus service delivery and community activities within the Tribal Districts as follows:

- Agriculture: in the four Tribal Districts of Kurram, North Waziristan, South Waziristan and Orakzai;
- WASH: in specific communities in Kurram, Khyber, North Waziristan, South Waziristan and Orakzai districts;
- Birth registration: in all seven Tribal Districts (due to a specific Government request, community demand, and the “enabling” nature of birth registration as a prerequisite for other rights such as health, education, etc.);
- CNICs for women: in most areas where other programme interventions are taking place.
- Health: same as for WASH, above; and

- Education: same as for WASH, above.
- Pillars 3 and 4, address issues at the provincial level and therefore indirectly cover all seven Tribal Districts (as well as other KP districts).

Within the targeted Tribal Districts, recent surveys, research and assessments (e.g., multi-cluster assessment, HeRAMs, etc.) indicate that there are 12 *tehsils* in which the needs are especially high. Specialized assessments will feed into the sectoral interventions, however standardized sector-specific monitoring tools will be used to collect, collate and disseminate data. Vulnerability tends to be higher among the returnee population; however, the programme will focus on the community as a whole to ensure even distribution of programme benefits across various groups (settled population, returnees, etc.). Community dynamics are expected to change because of the merger, and programme targeting may be adjusted accordingly.

Programme activities will aim to focus on these 12 especially vulnerable *tehsils*, however the timeframe for delivery and prioritization of targeting will take into account the conflict sensitivity analysis and risk assessment by district to ensure we mitigate risk of exacerbating conflict and doing harm as much as possible. The proposed targeting of communities and how it has addressed context, conflict sensitivity, and international political economy analysis will be approved by DFID prior to delivery in these communities. The programme will seek to cover all *tehsils* and villages in each district during the course of programme implementation. In the first stage of programme implementation, a mapping of the most marginalized/vulnerable communities will be undertaken to help further focus implementation, including urban areas selected on the basis of economic sustainability and conflict factors.

To maximize the benefits of programme interventions, health, and education and WASH services will be provided jointly in the five UNICEF intervention Districts. The UN Agencies (UNWomen, UNICEF and FAO) will further identify where additional synergies can be sought, for example the possibility to include questions to identify women without CNICs into the mapping survey for birth registration.

Coordination with local government: Coordination of the proposed interventions with Local Government will take place through committees and working groups at the provincial and district levels. For example, there is already a birth registration working group at the KP provincial level which is chaired by the Local Government, and all the other departments such as health, education, social welfare, etc. are the members of the working group. This forum is established to facilitate collaboration and cooperation amongst different sectors at the policy level and to ensure the smooth implementation of activities. At the district level, Birth Registration Coordination Committees will be established, chaired by the Deputy Commissioners, and members will include the district representatives of health, education, social welfare, NGOs, UN-Agencies, etc. (the Local Government will serve as secretary of these committees). The district-level coordination committee on birth registration will meet on regular intervals to ensure better collaboration and cooperation amongst the various sector at the implementation level.

Engagement with community management structures: A rigorous consultation process will ensure the participation of all segments of the community to reach consensus for all project activities and enhance community cohesion. Community structures such as Education Management Committees (TIJs), PTCs, the Lady Health Worker programme and WASH committees will help coordinate activities in health, education and WASH across Pillars 1 and 2. Some activities in Pillar 1 will be subcontracted to a local NGO, selected through a competitive process, and the NGO will hire additional staff and will have an opportunity to broaden the scope of planned activities in the selected geographic locations. This NGO will also participate in work concerning community engagement. The degree to which specific efforts can be undertaken in Pillars 1 and 2 to strengthen civil society will take into account existing issues around access, security and potential push-back, and projections for creating democratic space during the course of the programme.

Whilst based on lessons learnt and assessments of the current situation in the Tribal Districts, the AAWAZ model is not advisable in the period of two years due to limited access and sensitivities, it is proposed to target the programme's limited resources to the extension of representative governance institutions. In addition, a premature focus on citizens' demands, with government institutions unable to adequately respond as yet, bears the risk of further damaging the citizen-State trust relationship. Regarding governance reforms, the programme aims to address the challenge of limited access and existing sensitivities by initially focusing on the supply side of newly established local government structures. However, in the course of the programme, synergies will be explored to include governance aspects into community engagement strategies based on basic service delivery, and to reassess the space for community engagement on sensitive governance-related topics by regularly assessing stakeholders and social dynamics within the target areas.

Demand creation: Pillars 1 and 2 will share common approaches to creating community demand for services. For example, as part of Pillar 1's Output 3, communities will be empowered to demand better WASH services through community structures such as the WASH committees, supported by CSOs. Similarly, the Birth Registration component of Pillar 1 includes activities to build the capacity of CSOs on the importance of, and processes for, birth registration. UN Women also plans to disseminate cross-sectoral awareness information and messaging to women and girls on WASH, nutrition, education and health via the safe environment of the community centres, as well as by using multiple communication and multi-media channels.

Youth programming: The migration of youth from the merged KP Tribal Districts due to a lack of livelihood resources and economic opportunities over-burdens other parts of the country (notably Karachi, Lahore, Peshawar etc.). The Tribal Districts of KP are endowed with natural

resources and, if effectively tapped, may provide business opportunities to local people, thus helping to stem the migration of youth to urban centres elsewhere in the country. The proposed livelihood and value chain interventions in Pillar 1 aim to be catalytic in creating jobs and businesses within the more conducive governance and economic frameworks to be supported through interventions under Pillars 3 and 4 of this programme.

Intersectoral programme integration: It is important to note that geographic convergence will take place at district and *tehsil* levels. Community-level activities are integrated for education, health and WASH interventions, for example by including the same communities for organized social capital under TIJ, WASH and Health Committees, trainings of teachers on health and hygiene issues, coordination of provincial and district level staff from education, health and WASH, etc. As noted above, a structured community consultation process will help to ensure the participation of all segments of society to achieve consensus for all project activities and to enhance community solidarity, bonding and harmony.

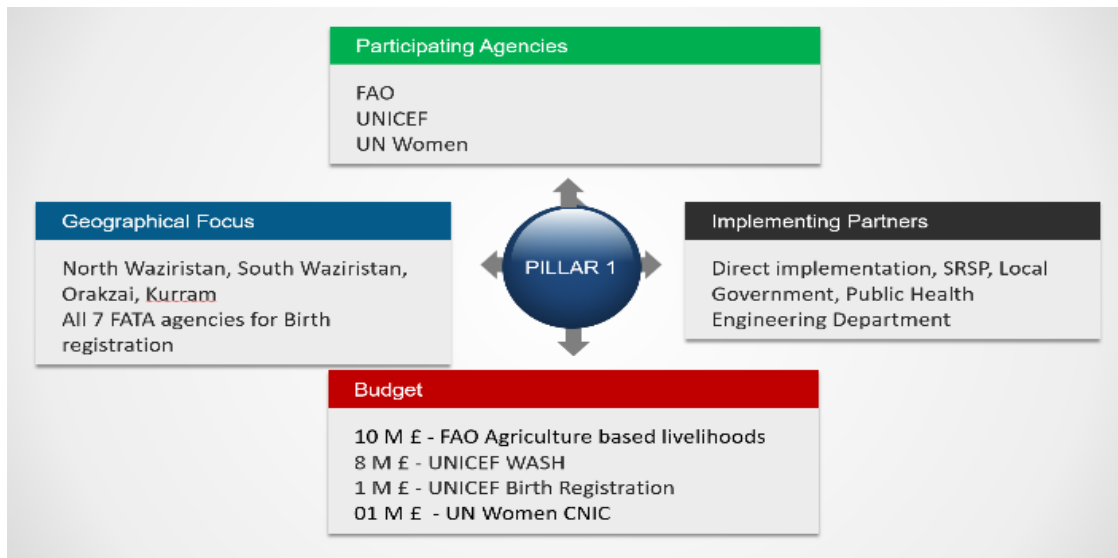
Research, investigation and learning: A number of framing analyses will be undertaken at the inception of the programme, including by UN Women (related to the issuance of CNICs to women) and by UNICEF together with Pillar 2 (on the existing community participatory structures such as service user committees). Cross-cutting research for the entire programme to be delivered during the inception phase will include the stakeholder analysis and donor landscaping; conflict sensitivity analysis, capacity assessments of the KP Government and political economy analysis.

Discussions around lessons learning and evaluation will feature in all technical team meetings and Management Committee meetings and responded too with actions to ensure adaptive programming approach.

Pillar 1 – Resilience and Recovery: The focus of Pillar 1 is to ensure that the Tribal District communities and returnees become more resilient to shocks. In general, the integrated programme will strive to consolidate humanitarian gains made in the Tribal Districts taking account of lessons learnt in providing/coordinating concurrent humanitarian assistance over recurring humanitarian crises in the last decade. Anchored in the principles of transition, the proposed interventions will specifically target communities from North Waziristan, South Waziristan, Orakzai and Kurram⁷.

⁷ Except for the birth registration intervention which will target all 7 Tribal Districts.

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Led by FAO, UNICEF and UN Women, the integrated programme will focus on building long-term resilience to shocks and will assist in building the trust of the population in the State's capacity to provide basic public services. This will also include working with communities on climate resilient farming practices and technologies in return areas, sustainable land and water management practices, and supporting them by increasing productivity of selected value chains and improve access to diversified markets.

In all four districts, implementing partners have been identified through UNICEF's competitive processes: Islamic Relief and SRSP for North Waziristan, SABAWON for Kurram and South Waziristan, and Khyber Islamic Relief for Orakzai. All these CSO's are present on the ground, have strong linkages with communities, and have experience working within the targeted districts. For example, FAO will implement its activities using its own staff, while involving local government line departments for technical inputs (DoH KP, Dept. of Population Welfare, Dept. of Planning and Development KP, Elementary & Secondary Education Department KP, MNCH Programme, LHW Programme, CSOs, communities).

Programme component interventions:

To realize the critical importance of improving socio-economic conditions of local communities, the UN efforts under Pillar 1 will focus on restoring food security and agriculture-based livelihoods, particularly in food-insecure and vulnerable conflict-affected farming households, providing at the same time access to water and sanitation as a preventive measure to reduce deprivations and triggers of violence. At the same time, it will establish the basis for other social services such as health, nutrition and education.

Success in this Pillar will be integrally linked to progress in other Pillars, particularly improved overall basic services through a strengthened local government system and the creation of an enabling environment for inclusive economic growth. Together, the interventions proposed in Pillar 1 aim to address these inter-related problems and thus contribute to the overall outcomes envisaged.

Agriculture:

Given the high level of dependence of the KP Tribal Districts on agriculture and animal husbandry, the historical lack of access to adequate inputs, credit and markets, and the damage to land and production caused first by conflict and later by abandonment, the early recovery and sustainable resettlement of returnees will require significant attention to re-establishing local agriculture – both for subsistence and for sale at markets. The programme will primarily cater to the immediate need of the returnees to resume their agricultural productivity, thus its activities will focus on the most marginalized and vulnerable community members. All data collected will be disaggregated by sex, age and disability to the extent that this is possible, enabling measurement of the UN's efforts to address the problems of exclusion and marginalization. Secondly, the programme will focus on the longer-term goal of sustainable agricultural development in the target areas. The beneficiaries under the third output will be selected based on their need for national identity/registration to gain access to other social services, etc. Lastly, the programme will contribute to enhancing the resilience of crisis-affected communities through a risk assessment, as well as planning, mitigation and preparedness measures. The programme will make a significant contribution to stabilizing the area by reducing poverty and economic inequalities through sustainable commercial agriculture development. FAO has been working in selected tribal districts since 2015 and has built an excellent community network (COs, CBOs), and will continue to work with existing structures during the implementation of the proposed programme. The involvement of COs/CBOs in all project interventions will help in effective implementation. Additional farmer associations (for enterprise value chains) and water user associations will be formed to engage with communities and carry forward work to sustain the gains following the end of the programme. The agriculture infrastructure will include the labour under the cash-for-work activities to reach out ultra-poor. Small agro-enterprises will also focus on including the most vulnerable in programme interventions.

It is evident from the proposed livelihoods interventions that they are designed to cater the needs of recent returnees to address the resumption of production cycle. The returnees who have been assisted in previous phases will be further engaged to graduate into the next phase where more livelihoods opportunities can be created and linked them with markets. The programme will also work to improve system, create evidence to cope with challenges faced due to disaster and climate change.

The former FATA Region did not have proper land settlement therefore the land rights are based on the traditional holding rights. FAO is working with the government to develop a programme

on land administration and the women rights to land are an important area of the work. Keeping in view the land settlement issue in newly merged areas, FAO has envisaged a study to systematically analyse the situation and propose way forward to the KP government and stakeholders for a pragmatic land reform programme. The Voluntary Guidelines on Governance of Land Tenure, Forestry and Fisheries (VGGT), a global framework to which Pakistan is also a signatory and will be used to address the land settlements issues.

WASH:

UNICEF will focus on strengthening government mechanisms and capacity (including legislation, planning, coordination and budgets), strengthening the service delivery capacity of duty bearers, and improving household practices and demand for services. WASH-related challenges are serious, with about two thirds of the population not having access to water facilities close to their homes, thus spending significant time fetching water. This affects mostly women and girls. In particular, the lack of adequate water both for human consumption and crops is a serious constraint. This will be achieved by improving access to safe drinking water through the installation of new/rehabilitation of existing water systems with integrated water safety components and adoption of sustainable operation and maintenance systems. Similarly, work will be undertaken through the community-led model of Pakistan Approach to Total Sanitation (PATS). The provision of WASH services in schools and healthcare facilities will be equally important. Special attention will be placed on behavioural change and promoting use of toilets and improved hygiene practices will be at the centre of the programme. Additionally, given the widespread practice of open defecation, the programme strategy will focus on ending the practice of open defecation by targeting 600,000 people – particularly women, children and vulnerable groups -- to have access to, and make use of, affordable, safe and adequate WASH services.

The WASH intervention strategy is also based on community tools and methodologies to trigger action in communities, especially on sanitation. The project aims to establish WASH committees within communities. The use of participatory methodologies in WASH will ensure the involvement and empowerment of all sectors of the community and at least 75% of the sanitation committee must endorse a decision before it is carried out. Food security and its close linkages to stability and peace will be approached by systematically linking farmers to farm-services structures of the agricultural sector. In addition, the project aims to create water user associations benefitting from the fact that the water infrastructure is community-owned. Communities will be empowered to demand for better service delivery through CSO support to community structures like WASH committees. Parent Teacher Committees are envisaged to support the education departments in the improvement of the school environment including the provision of WASH services in schools, and to strengthen the government citizen relationship.

The use of participatory methodologies in WASH ensures the involvement of all sectors of the community. In addition, UNICEF's communications for WASH (WASH-COMS in health and WASH

interventions, respectively) include the use of participatory tools and methodologies that ensure the effective participation/involvement of communities in project planning and implementation through Village WASH Committees and use of community-based resource persons as social mobilisers. A range of options are available for sanitation intervention that each household is free to choose from to meet their specific needs.

WASH intervention will focus on targeting the most vulnerable households, with criteria for selection entirely developed by the community, and there is a mechanism within WASH that provides additional support to the most vulnerable households. Some 600,000 people will benefit from the WASH component (based on existing unit costs for WASH services, 400,000 will benefit from sanitation related interventions, and 200,000 from water supply-related interventions. Institutional WASH beneficiaries (e.g. schools and health centres) are considered part of these numbers to avoid double counting).

Women's CNICs:

In Pakistan, women's contribution in terms of labor inputs in agriculture is estimated to be 73.8%. About 70% of the agricultural workers, 80% of food producers and 15% of those who process basic food are women, and they also undertake 70% to 85% of the rural marketing. Making up more than two-third of the workforce in agricultural production women, especially in rural areas in the merged districts of KP, are engaged in agricultural and horticulture activities, both formally and informally; however, owing to chronic poverty coupled with limited access to productive resources and credit, women are not able to reap the same dividends as their male counterparts. Further, they are not able to access technology and they lack awareness of modern farming practices which impedes their capabilities to access income and employment opportunities. The proposed value chains will work to integrate gender and mainstream gender equality throughout the value chain to amplify women's role in the formal chains, building the necessary capacity of female farmers in all the different areas pertinent to the selected value chain, thereby creating added advantage of availing market opportunities. Supporting specific entrepreneurial activities (poultry and livestock) with comparative advantages for women, establishing Women Entrepreneur and Community Groups, and facilitating these in access to information and markets will help generate sustainable income opportunities for women. Further, FAO and UNICEF will coordinate with UNWomen and UNDP for support on institutional mechanisms for prioritizing women's issues for dialogue with governments, civil society organizations and other development partners.

All interventions under Pillar 1 will focus on supporting women, girls and children. In particular the marginalization of women represents a serious challenge to increased productivity and livelihoods in the KP Tribal Districts, and critical steps in reducing this marginalization include the provision of Computerized National Identity Cards (CNICs) to women and the birth registration of children, both of which will facilitate access to government services such as health and education, as well as strengthening increased political participation for women. Therefore, interventions

proposed under Pillar 1 aim to use the FATA reforms process as an opportunity to empower women, providing technical support to relevant government authorities on policy formulation, implementation support and accountability mechanisms. In addition, the programme will facilitate women's improved access to social and legal services through the provision of 11,000 CNIC cards.

For almost three years under UNWomen's *Women's Leadership and Social Reconstruction Programme (WLSR)*, women, girls, boys and men in (post) disaster situations, humanitarian crisis and disaster risk in PAK, Balochistan and KP/FATA were assisted, and these groups may be included in UNWomen's work in the Tribal Districts. UN Women through mapping will also identify female-headed households experiencing greater vulnerability among women. In the set of activities planned by UNWomen, there is a strong element of dialogue and interaction with communities, to be led by social mobilisation teams and this process will also identify potential conflict issues prevailing in the community and the support required.

Birth Registration:

Birth Registration interventions are currently not taking place in all seven Tribal Districts, but only in the three *tehsils* of the Khyber District. They will be expanded to the other six districts, for which the agreement has already been signed with the Local Government Department. The birth registration setups will be installed at the district and, where possible, at the *tehsil* level. Staff will be placed on secondment to go into the communities to identify the focal persons who can assist in distributing birth registration forms and also filing them, based on need. Vulnerable groups will be mapped as the first activity in the community to ensure that they are not left behind in the process. Joint birth registration and CNIC camps will be organized in the communities in collaboration with UNWomen, enhancing birth registration and the rates of CNIC issuance.

The birth registration initiated in the Tribal Districts is in line with KP Province's birth registration process. The process of registration is done by the Local Government Department on the same lines as in KP, with the local *maliks* verifying the forms (although, in the case of KP, this is done by the elected representatives). Once the elections are conducted in the Tribal Districts in 2019, elected representatives will carry out the process of verification on the same pattern as in KP.

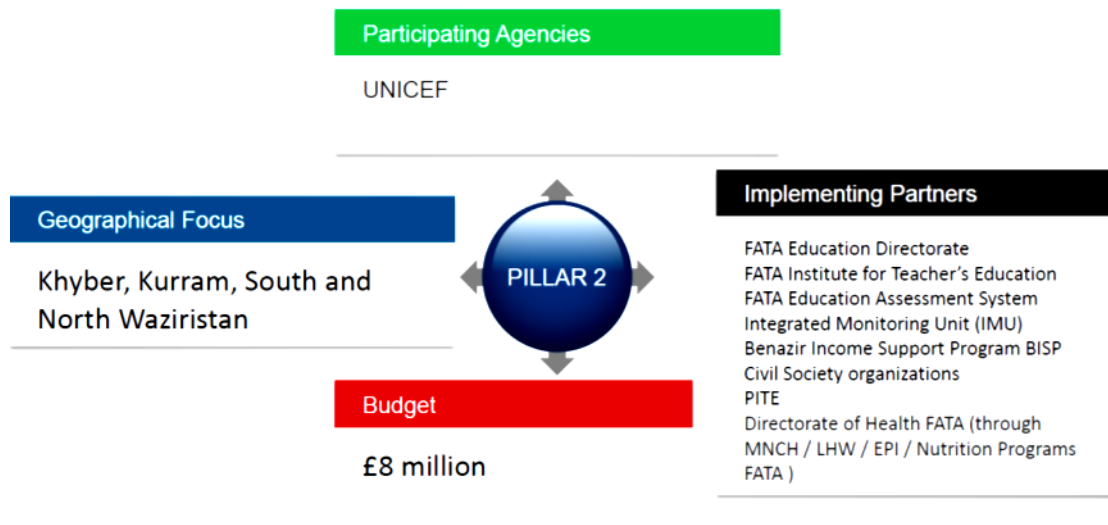
The Birth Registration project also includes a component on the capacity building of civil society on the importance and process of birth registrations. The aim is to enable civil society to support birth registration activities in their respective communities. The degree to which civil society is strengthened has been calibrated according to existing access issues, and projections on the same in the programming period.

There is no potential donor overlap/duplication in the activities planned. For WASH, UNICEF is the cluster lead. A comprehensive online data management system (4Ws) is maintained to avoid any duplication among the cluster partners.

In terms of birth registration, the Sikh communities in Peshawar are settled in the city area, and these communities have their own elected local government representatives and relatively higher levels of education. Due to security reasons, no birth registration camps were organized there but, after the elections when the law and order situation is expected to improve, these may be re-started. The Birth registration rates in the Sikh communities is not very low as compared the outskirts of Peshawar where UNICEF organized the birth registration camp. Moreover, in Bagh Maidan Tirrah, Khyber Agency, about 100-120 minorities (Sikh and Hindu families) reside, having their properties and mostly involved in trading and agriculture. FAO will provide these minority communities with assistance through a JICA-funded project since, under the proposed programme, Khyber District is not targeted for these interventions.

Pillar 2: Basic Services: The focus of Pillar 2 is to “improve access to, and the quality of, education and health in the KP Tribal Districts”. The programme will be implemented by UNICEF in five Tribal Districts (North Waziristan, South Waziristan, Orakzai, Khyber and Kurram).

The graphic below includes reference to elements of synergy, collaboration and complementarity under Pillar 2.



The programme is focused on both inducing “demand” and strengthening “supply” for the social sector, as the KP line departments take over. It is envisaged that the effective provision of social sector services will be closely linked to overall improvements in governance and administration which are addressed particularly under Pillar 3 of the joint programme. The table below provides an overview of the strategic focus for Pillar 2.

KHYBER PAKHTUNKWHA TRIBAL DISTRICTS SUPPORT PROGRAMME

Output: Strengthened Data, Monitoring & Assessment Systems	Output: Improved Formal & Non-Formal Education Systems & Access	Output: Strengthened school-community linkages	Output: Strengthened capacities of teachers and education managers	Improved access to quality and equitable health
<ul style="list-style-type: none"> • To support system strengthening for evidence based planning and quality education service delivery at the tribal district level 	<ul style="list-style-type: none"> • To ensure access to quality primary education for 68,000 children (60% girls) and 5,500 girls at lower secondary level, through formal and non formal education for children particularly girls and other disadvantaged children 	<ul style="list-style-type: none"> • To institutionalize participatory systems for enrolment, retention and to foster school community linkages 	<ul style="list-style-type: none"> • To institutionalize Continuous Professional Development (CPD) approach and build the capacity of teachers and education managers 	<ul style="list-style-type: none"> • FATA's population – specifically 510,000 women, 450,000 new-borns, 4,500 adolescents and youths, and women and men who belong to vulnerable groups – have improved access to quality and equitable health services.

Among the factors constraining development in the KP Tribal Districts -- and therefore limiting the sustainability of the return process -- is the lack of access to adequate health and education services. In the education and health sectors, challenges currently facing the Tribal Districts essentially revolve around poor access, particularly in remote and insecure areas, issues in terms of quality, equity and efficiency of the systems and services, gaps in the available human resource capacities as well as weak data systems. Moreover, social factors impede access to services and participation predominantly for girls and women. All these overarching challenges, gaps and weaknesses, common to both sectors, highlight the necessity to promote integrated and multi-sectoral approaches which will lead to improvement of access to education and health services, enhancement of demand from the communities, and reduction of gender disparities, with an overarching objective of increasing literacy rates and key health indicators in the Tribal Districts.

Specifically, for the education sector, the programme will focus on extending activities and programs of the Khyber Pakhtunkhwa Elementary & Secondary Education Department (E&SED) in the newly merged Tribal Districts. The FATA Directorate of Education will be involved in all interventions, noting that the transfer of responsibilities to the KP E&SED has not yet been affected formally. Other key stakeholders include Independent Monitoring Unit (IMU), Directorate of Curriculum and Teacher Education (DCTE), Provincial Institute of Teacher Education (PITE) and Elementary and Secondary Education Foundation (E&SEF). Activities are designed to facilitate these organizations to take over activities in Tribal Districts. In parallel, district level system strengthening will be focused to address access and quality issues in education as well as creating demand in communities particularly for girls and marginalized segments of society. Major interventions in education sector include; i) integrating and improving data, monitoring and assessment systems of tribal districts and KP province, ii) provision of formal and non-formal education opportunities to children through multiple interventions including pre-fabricated

primary schools⁸ and supporting E&SED to establish new secondary schools and also the expansion of equitable and quality Alternative Learning Pathways (ALP) for out of school children, iii) strengthening school community linkages through activating and strengthening Taleemi Islahi Jirgas (TIJs) (Local School Management/Reform Committees), and iv) strengthening capacities of teachers and education managers by institutionalizing the CPD approach. The program design, it is envisaged, will facilitate KP-Tribal Districts merger by promoting and assisting relevant interventions from KP Education Department to be replicated in the Tribal Districts in a way that it is aligned with the KP overall education system.

Key challenges in access to health services in tribal districts include distances, cultural practices, lack of medical supplies, and poor health seeking behaviors. The conflict and security situation in the area since 2008 has further deteriorated and disrupted already resource constraint health services including MNCH and EPI services. The Maternal and Child health and Nutrition services need specific focus as the majority of the health facilities are non-functional or partially functional due to non-availability of specialized health & nutrition professionals, female health staff and essential supplies leading to a huge gap in service provision. Community-based social mobilization and behaviour change communication initiatives with LHW and MNCH Programs are not fully functional as well to create demand for health services resulting in low utilization of limited services available.

The programme will contribute towards reduction of new born, under-five and maternal morbidity and mortality in the target areas through strengthening of community and facility based MNCH, EPI, school and Nutrition services by reaching the unreached. The programme has been designed to help rehabilitate facility and community based MNCH, EPI school health & nutrition services to address the immediate needs of the families living in the target areas aiming to reach 20 % of the population over 24 months. The programme will help strengthen integrated MNCH, Nutrition, EPI as well as WASH services in 15 health facilities (THQs, CH, RHCs) in the target tribal districts (3 in each target district) with 24/7 Basic EmONC Services. Furthermore 27 additional health facilities will be strengthened through leveraging of government services for MNCH, Nutrition, EPI and WASH services. Support to school health in collaboration with education is also envisaged in 650 focused schools. Mobile outreach teams will be organized to deliver an integrated package of high impact essential interventions to the communities closer to their doorstep. It is proposed to establish integrated outreach services through the deployment of 35 teams (seven teams for each district). The team will deliver an integrated package of ante-

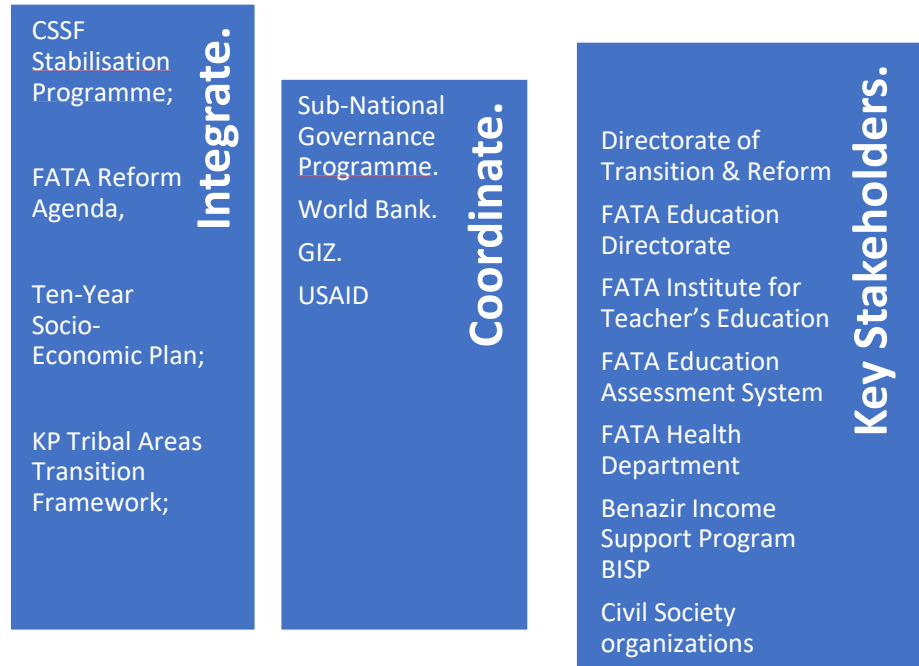
⁸ The provision of prefabricated school buildings is proposed as a quick transitional solution to non-availability of schools in areas where buildings have been fully damaged; This is a service delivery intervention essential to ensuring safe and protective learning environments for children before the KP government start building permanent school structures in the tribal districts.

natal care, skilled birth attendance, post-natal care, immunization, deworming, family planning, nutrition services and health education on key health, family planning, hygiene and nutrition related issues and provision of some essential commodities. In the health sector, the programme activities target broad areas of; i) capacity development of Directorate of Health and health/nutrition workforce, ii) evidence generation, analysis and use including baseline assessment to be undertaken jointly with WHO and UNFPA and strengthening of HMIS, and iii) establishment of systematic and targeted integrated outreach services for MNCH, Nutrition including routine EPI, birth registration promotion and Family Planning in underserved communities.

Recognizing the importance of cross-sectoral and integrated nature of programmatic approach required for Tribal Districts, the programme envisages cross-sectoral linkages from both supply and demand sides. From the supply side, a committee comprising health, nutrition and education officials will be put in place at district and provincial levels to provide oversight and ensure sustainability of synergies. Geographical convergence will be created at the community levels. Community sites will be selected for joint education, health and WASH related interventions and where possible with interventions of Pillar 1. The school and especially the Parent Teacher Council (Taleemi Islahi Jirgas) will be focused and strengthened to play pivotal role for creating demand for quality education, health and WASH services for the community in addition to providing the services within the school. Community mobilizers will also have joint responsibilities to create demand for quality education, health and WASH services through community outreach. Moreover, a joint communication strategy will be developed to ensure synergies between the three sectors.

The illustration below provides reference to elements of synergy, collaboration and complementarity under Pillar 2. Further details about Pillar 2 are included in **Annex 3**.

KHYBER PAKHTUNKWHA TRIBAL DISTRICTS SUPPORT PROGRAMME



With the proposed interventions in Pillar 2, the UN will address the shortcomings in health and education in the KP Tribal Districts, including by supporting the creation or strengthening of health and education systems, enhancing access, training health and education personnel, provision of supplies and promoting the use of available services by the population. The provision of these services will be closely linked to overall improvements in effective access to services through the provision of CNICs and birth registration, addressed under Pillar 1, and oversight of the social sectors which is addressed under Pillar 3. Further details including the Results Matrix are annexed.

The programme will complement the ongoing efforts of the administrations in the Tribal Districts and KP and other stakeholders to re-establish access to basic services in the areas of return for the existing and returnee population, and to help foster conditions conducive to the sustainable recovery in the KP Tribal Districts. Implementation of the proposed programme will be under the One UN approach and will complement other UN agencies' work (such as WFPs planned interventions to introduce conditional cash-based transfers to support secondary school girls' access to education and contribute to the increased literacy levels and gender parity in secondary education).

Pillar 3: Governance: The FATA reform process, and the merger with KP, is one of the most consequential political reforms in Pakistan's 70-year history, an unprecedented extension of constitutional rights and governance structures to five million of the poorest people in Pakistan. The merger is an important legal/jurisdictional change, but it is only part of a complex

transformation of a tribal administration with shared sovereignty between tribe and State, collective responsibility, and a consolidated executive and judiciary. Over the coming years, the system is expected to fundamentally change with a transfer of sovereignty from the tribe to the district administration, introduction of individual responsibility, and the separation of judicial and executive powers. The transformation is likely to provide opportunities for an expanded role of the population, including women, minorities, and youth.

UNDP, with CSSF and USAID support, has been accompanying this reform process since 2015. UNDP experts have worked at the highest technical and political levels to support the design and approval of the technical and legislative components of the reform and merger process. UNDP's interventions are built on years of monitoring the political economy of the tribal areas, the administration thereof, dominant narratives, and public opinion. The Governance activities outlined in Pillar 3 fully leverage this deep knowledge, to support the reform process where the needs are most acute at both a strategic and operational level. The activities are designed to take into consideration the evolving political economy of the newly-merged districts, including the interface and contestation between new actors, structures and emerging institutions. The pillar also takes into consideration conflict potential, and the role that entrenched interests supplanted by new democratic institutions will play in resisting the reform process.

In this context, strong narratives around the transformation of governance structures will be central to the success of the integration and reform process. The importance of this role is underlined by the genuine and real risk of backlash and the formation of counter-narratives against the reform and merger process. Without wider acceptance of, and support for, the new governance structures, there is a risk of renewed rivalries and conflict which could undermine any gains made through efforts to provide social and economic services, thus undermining the sustainability of early recovery and development efforts and of the return process.

The following graphic provides an overview of specific outputs and key activities:

KHYBER PAKHTUNKWHA TRIBAL DISTRICTS SUPPORT PROGRAMME

Output 1: Elected Local governments established in FATA.	Output 2: Improved planning, budgeting, accounting and auditing at FATA and Agency Levels.	Output 3: FATA population and civil society engaged with reforms processes and local government.
<ul style="list-style-type: none">• Establishment of Local Government Structures• Training Programme for Councilors and/or staff• Urban Governance Capacity• Urban Services• LG Election Support	<ul style="list-style-type: none">• Analysis / Diagnostic• PFM system implementation• Gender-responsive budgeting	<ul style="list-style-type: none">• Public education on LG• Agency-level Committees on the Status of Women

The intervention focuses on the fundamentals of the reform – where the need for transformation is greatest and the challenge is most complex: local governance, Tribal Agency-level governance, and financial management. This is under-pinned by a public outreach strategy which aims to contribute positively and directly to achieving the successful implementation of the governance and economic reforms (Pillar 4) and the integration of the newly-merged Tribal Districts. The outreach strategy will cover public awareness, understanding, and support for the integration process and will be implemented in close coordination with the Government of Pakistan, though delivery methods will be a mix of official, private, and civil society. The pillar will seek to collaborate with the *DFID Sub-National Governance Programme* where necessary.

The Pillar will directly support the extension of the Local Government System to the Tribal Districts. This is expected to be aligned with the KP system, both functionally and temporally. This change will introduce elected local governments in the Tribal Districts for the first time, fundamentally changing the relationship between the citizen and the State. The programme will be the leading technical assistance provider to the KP Local Government Department to provide for an enabling legal framework, establishment of Local and Urban Governments, local government elections, training of both staff and newly-elected councillors. This support will be closely coordinated with GIZ, and the MDTF GSP who are expected to be the second and third most important programmes in terms of level of efforts and delivery.

Local Government elections, anticipated for 2019, will be the first polls of this kind in the newly-merged districts, which only recently implemented universal adult franchise. Participation trends have been problematic, and women's registration and turn-out are the lowest in Pakistan. In close collaboration with the CSSF Democracy Programme, which is also implemented through UNDP, Pillar 3 will support Local Government Elections through targeted technical assistance, voter education, a campaign to increase women's political participation, and political party engagement.

Public financial management is one of the fundamental issues with the governance of the newly-merged districts. Without progress in this area, sustainable improvements in service delivery and citizen satisfaction are unlikely to occur. The programme will carry out an in-depth diagnostic of the post-25th Amendment status quo, covering budgeting and financial management. The problem is as follows: revenues were collected through rent-seeking, and FATA-specific transport taxes fed into the Agency development funds (recently frozen). These funds, along with the annual development plan schemes and the related postings, were used to facilitate principal-agent relationships with the *maliks* and, in turn, with the *khassadars* (tribal militia). This dynamic created inflationary pressure in the illegal market for bureaucratic postings in the tribal areas. The financing of these postings created perverse incentives for the political administration to maximise rent seeking, undermining any incentive to provide good governance or service delivery. This situation undermines the delivery of social services such as health, education, civil registration and others mentioned under Pillars 1 and 2.

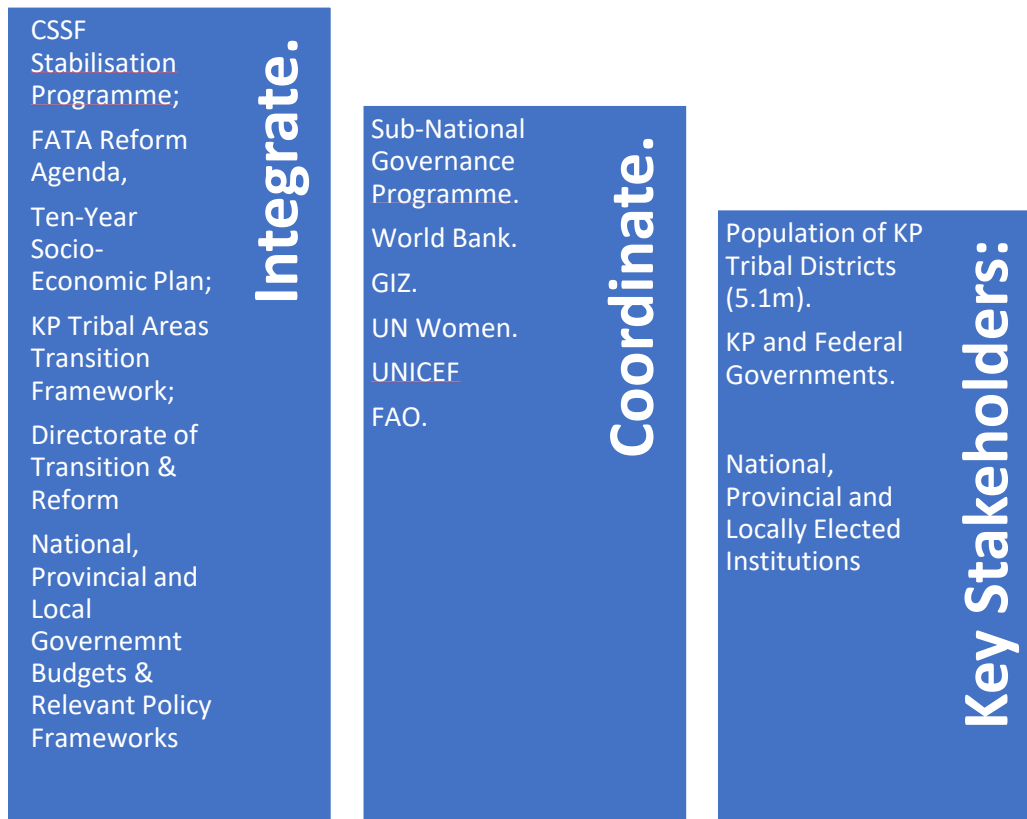
Regardless of the programme intervention, there is a significant risk that technical-level changes in financial management will provoke resistance, anti-state mobilisation, and even violence. In this context, the need for careful implementation of both the framework and the practices of public financial management at the district level is critical. Progress on these issues will be required to re-structure the incentives that will impact outputs of Pillars 1 and 2. This is not merely a technical undertaking, as it will require behavioural and attitudinal change throughout the administration.

The programme will undertake diagnostics of public financial practices at the district level, and focused technical assistance to improve public financial management. The proposed indicators - including participatory development planning, needs-based and gender responsive budgeting – are provisional and will be subject to review, based on the outcome of the diagnostic. This may include supporting climate sensitive budgeting pending FAOs assessments. UNDP and the MDTF-funded GSP have agreed to work in close coordination on this. UNDP's contribution will include extension of the KP frameworks and behavioural change activities at the district level – including the budgeting approaches detailed in the Results Matrix (RRF). In complementary programming, GSP will provide certification-focused trainings to district-level staff.

As the reform process continues, the centre of power will shift increasingly to the KP provincial government, and the UN and its partners will need to maintain flexibility in this regard. The UN proposes to embed technical assistance within government structures, to be jointly administered and managed by the relevant government counterparts in collaboration with UNDP. This approach has already delivered substantial results in the reforms process thus far. The FATA reform trajectory is deeply political and complex and is almost certain to affect a range of existing

power structures within the system. Thus, technical assistance will be balanced with political engagement at the higher levels (i.e. the KP Chief Minister, Parliament, the Governor, and the relevant federal ministries) through this joint programme.

The introduction of local governments and district-level governance reforms are expected to face significant resistance from entrenched bureaucratic actors, their clients (largely local elites), some religious actors, and their allies in the legislature and centres of power in the provincial and national governments. To overcome these issues, the role of the advisors funded by the Conflict, Security and Stability Fund (CSSF) remains critical and will be a complementary and parallel support, alongside the new activities outlined in the proposed work under Pillar 3. This approach will secure tangible returns on investments and value for money. It will be imperative that the CSSF programme is integrated with the present proposal (i.e. co-managed) for maximum gains at three levels: a) the legislative and legal level; b) the institutional level; and c) the operational level. The following graphic provides an overview of how this component will maximize synergy, coordination and complementarity.



Pillar 4: Economic Governance: The former FATA’s economic position has been weak, but the region holds potential for growth and employment generation. The combination of the merger

with KP, the promise of increased development investment through the Ten-Year Plan, and the improved security indicators provide a unique opportunity for an improved economic outlook in the next ten years.

The baseline indicators are weak:

- Current public-sector development in FATA consists of a mere 0.93% of total national development spending.
- The region lacks economic integration with the rest of Pakistan and contributes only 1.5% to the National GDP.
- Agriculture is the leading contributor to the regional livelihood, and the industrial sector contributes little to the regional product; however, the sector is recognized for its high potential to generate employment, particularly through labor-intensive manufacturing.
- Extractive industries (mineral & petroleum) offer tremendous potential for economic growth, but this must be tempered with environmental and social safeguards and conflict sensitivity.
- There is also potential for an enhanced service sector, particularly in Khyber, North Waziristan and Bajaur Districts, which dominate the retail, personal services, wholesale trade and transportation. However, these trade routes are also the channel for illicit trade and smuggling of contraband, including weapons and narcotics.
- In a recently conducted analysis of access to finance, UNDP found only 70 bank branches across the Tribal District region.
- There is a large gender gap on women's economic empowerment, and the female labour force participation rate is only 5.9% compared to 38.6% for males.

Economic management is limited by the exclusion of the region from the mainstream data regime. The Pakistan Bureau of Statistics (PBS) has not yet extended to the Tribal Districts its most important surveys, such as the Pakistan Social and Living Standard Measurement (PSLM), National Accounts, Household Integrated Economic Survey (HIES), Labour Force Survey (LFS), Census of Manufacturing Industries (CMI), etc. These surveys form the basis for resource allocation and development policy.

Poor economic governance has severely limited the generation of the sustainable and adequate economic growth required to offer the livelihood opportunities needed to reduce the marginalisation, potentially contributing to conflict. Support for small- and medium-level economic projects, by itself, will not be effective without an overall policy framework aimed at supporting deep-rooted and sustainable economic growth. The interventions foreseen in Pillar 4 are, therefore, essential to underpin the activities of Pillar 1 to improve the resilience of communities and returnees in the former FATA areas.

The programme leverages the merger and improved security context to reform policies and institutions which have so far hampered growth (such as reduction of tariff and non-tariff barriers) and will facilitate public and private investment in economic sectors with a comparative advantage and build an evidence platform for improved policy and economic decisions by extending the social and economic data regime. Pillar 4 will ultimately contribute towards DFID's overall outcome of *"economic opportunities in former FATA, particularly for women, children, and the vulnerable"*. Throughout, UNDP will maintain a focus on inclusive growth, promote improved monitoring of public investment for better service delivery, and help reduce the cost of doing business in the region by providing a more conducive investment environment. The approach is informed by UNDP economists and sectoral experts who have been entrusted by the Government to lead the analysis and drafting of the FATA Ten-Year Socio-Economic Plan.

The three-pronged programme strategy for Pillar 4 focuses on strengthening institutional capacities for enhanced economic policy-making to accelerate the economic development. First, the programme will conduct a geography- and sector-wise gap analysis of development investment. This will further inform planning decisions and advocacy to overcome entrenched systems of patronage-based development investment. These systems have contributed to the poor distribution of health and education investments. UNDP's efforts will be undertaken in close coordination with the World Bank's initiative to map public facilities and may be integrated within the next phase of the SNG programme.

Secondly, the programme will deploy a dedicated economic growth unit with the KP Government to provide leadership, planning capacity, and analytical capacity to implement the ten-year plan, and to integrate the priorities of the newly-merged districts into the next Sustainable Development Strategy.

Thirdly, the strategy will support the KP Bureau of Statistics to extend the leading national economic indicator surveys (listed above) to Tribal Districts. This basic data is the necessary first step towards effective economic management.

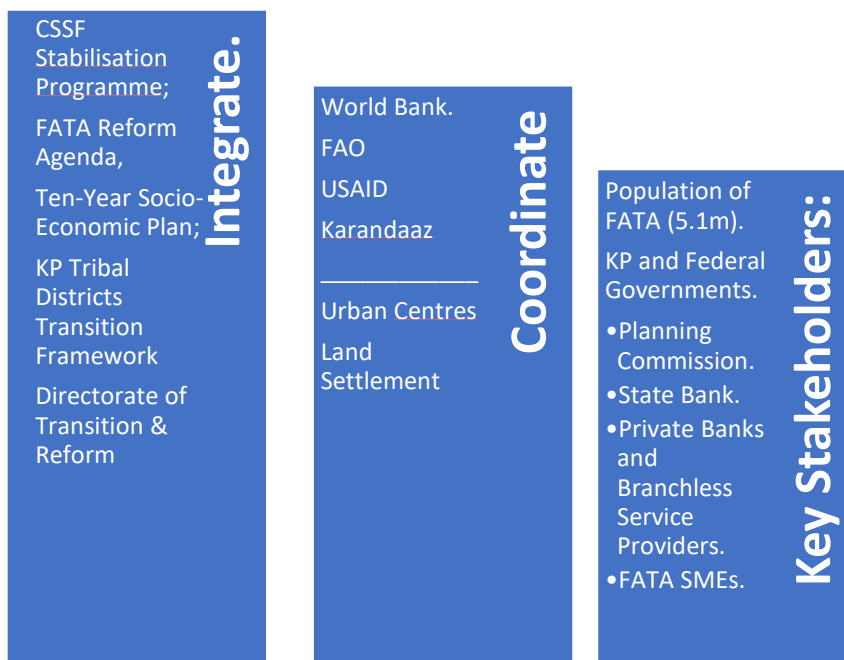
In addition, an investment climate assessment will be implemented, which will build an evidence base of the factors inhibiting and facilitating investment in the region. The scope will include the data regime, economic and financial regulatory frameworks, access, and land tenure/collateral. The assessment will look into potential incentives, including economic concessions and the extension of the recent KP investment policy.

The graphic below provides an overview of specific outputs and key activities:



The results which this component aims to achieve will depend on the willingness of the new political government in KP to provide leadership against a large number of entrenched economic actors. The current political-economy of the Tribal Districts includes significant parastatal and non-state economic interests, whose privileges depend on status-quo being maintained in terms of investment decisions, access and regulatory regimes. The programme will rely on frequent analysis of the political economy and will adapt its approach accordingly. Better economic governance policies by the national, provincial and district governments could face significant resistance, (e.g., resistance to the introduction of taxation, customs and other fiscal policies related regulations when extended to the Tribal Districts).

The programme will integrate and coordinate with a broad range of stakeholders – as the Ten-Year Plan and the economic management of the Tribal Districts is an interest and concern to a range of actors (chart).



IV. Risk-Informed Programming

A risk-informed programming approach is at the heart of the joint integrated KP Tribal Districts Support Programme.

Overall Risk

The UN agencies, under the oversight of the UNRCO, will establish a robust risk reporting and mitigation mechanism to capture and manage risks. The consolidated risk matrix enclosed with the proposal (Annex 4) will be applied and regularly updated at least on a monthly basis. At the field level in Peshawar, each UN agency participating in the programme will develop a project specific risk matrix (which should include, e.g.: delivery; reputational; fraud/corruption; conflict; and safeguarding risks). The agency level and overall programme risk matrices will be monitored and key actions recorded at the monthly Management Committee meetings and amendments to the programme made according to the context. DFID will discuss the actions and amendments to the risk matrices at a pillar level and RCO level during monthly discussions and quarterly reports will include updates to the risk assessment and explanation of changes.

DFID will be conducting a due diligence of all UN Agencies. The RCO and UNDP due diligence will be conducted before the signing of the SAA and due diligence of the other UN agencies will take place early in the inception phase. All UN agencies will need to respond, and an action plan will be agreed with DFID. The RCO will ensure action is taken and coordinate a response to DFID.

Fraud, corruption and safeguarding

i) Fraud and corruption:

UNRCO and DFID recognize that this programme is operating in a high-risk environment and there is a risk that funds could be misused. The limited accessibility of the tribal districts, makes monitoring more challenging. There is, therefore, a need to put in place robust mechanisms to mitigate against this risk. This will include:

- DFID undertaking a due diligence assessment of UN agencies (UNDP as the fund manager and the RCO as the lead agency) before funds are disbursed. DFID will refresh existing DDs on other implementing UN agencies by the end October 2018 (UNICEF; FAO; UN Women). The findings of the due diligence/actions required will be followed up on and reported to DFID by the RCO's office.

- DFID will provide training to partners, including UN agencies on fraud.
- The RCO will put in place mechanisms to track the flow of funds from DFID to UNDP (who will manage the fund); to UN agencies (FAO; UN Women; UNICEF) and to downstream partners (e.g. NGOs). A fund flow map will be maintained and updated on a monthly basis (see Annex X). **No funds will flow through Government of Pakistan systems.**
- Before funds are directed to downstream partners, UN agencies will conduct a capacity assessment on these partners, in line with standard UN procedures, e.g. HACT. The assessment will highlight issues arising and a timetable of when these should be addressed. Regular spot checks should be conducted to ensure compliance.
- An annual audit of the programme will be undertaken by DFID.
- Any cases of suspected fraud should be immediately reported to DFID through the DFID 'Reporting Concerns' confidential hotline. The RCO should make implementing partners aware of the process of reporting concerns.
- The independent research and monitoring hub will also conduct spot checks on downstream partners.

ii) Safeguarding

Safeguarding denotes measures to protect the health, well-being and human rights of individuals, which allows people — especially children, young people and vulnerable adults — to live free from abuse, harm and neglect.

Each UN agency holds its own policies and procedures to respond to safeguarding concerns and conduct checks on staff and provide training. As part of the due diligence process, consideration will be given to ensuring that agencies are following international guidelines on safeguarding and where necessary these are improved so that vulnerable groups are protected. The RCO will take the lead in ensuring that the DD findings which relate to safeguarding are followed up on and reported to DFID. Any safeguarding concern will be reported to DFID as soon as it is identified, both to be able to monitor any issues and respond from a DFID perspective and reduce any reputational risk to the programme.

A key inception phase activity will be for the UN to establish a suitable grievance and complaints mechanism for beneficiaries on the programme. This can also be used to report cases of abuse. This will need to be accessible and usable and there should be mechanisms for the programme to respond to this feedback. The Programme Manager (RCO) will ensure that information about the grievance mechanism is widely disseminated through Pillar outreach activities, including by publications and training material used in the programme.

In addition, DFID will provide a bespoke training on safeguarding for UN personnel and sub-contracted local implementing partners in the first quarter of the programme implementation. DFID will share DFID's safeguarding hotline with all downstream partners so that these can be reported directly to DFID.

In addition, all cases related to sexual exploitation and abuse will immediately be shared with the Pakistan Network on the Protection from Sexual Exploitation and Abuse (PSEA). The forum is the primary oversight and coordination network functioning under the auspices of the UN Resident Coordinator with members of all UN agencies, including those implementing the programme at hand, responsible to ensure the provision of awareness raising as well as a harmonized mechanism to receive local complaints, and to ensure proper follow-up and mitigation of cases. The Network will meet at least every two months and schedule ad-hoc meetings on a needs basis. The Programme Manager will attend the network meetings and share regular updates with DFID after meetings are held. Both safeguarding and fraud cases will be discussed at the Technical Team meetings monthly and consolidated by the Programme Manager (RCO) as part of the reporting to the Management Committee and DFID respectively. The Management Committee will discuss relevant developments and arising cases as a standing agenda item and share updates on cases and mitigating actions with DFID.

iii) Conflict Sensitivity

There is a high risk of 'doing harm' by exacerbating conflict because of this programme if local power dynamics and actors are not considered in the programming of activities, the sequencing of activities and the targeting of beneficiaries. This risk should be considered throughout the programme cycle.

Several actions have been put in place to mitigate these risks. A district level conflict analysis will be conducted, and a conflict risk assessment will be developed per pillar during the inception phase. The programme work plans and targeting will be adapted to this analysis and will need to be signed off by DFID before implementation in communities can commence.

Throughout the course of the programme the conflict sensitivity analysis and risk assessment will be updated by each pillar on a monthly basis and will be a standing agenda item at the Management Committee meetings and Technical Team Meetings where actions will be agreed. Incidents, learning, response and additional mitigating actions will be shared with DFID as they occur. DFID will support this process through its research and monitoring hub. The CDA will establish a mechanism to monitor the impact of UN interventions on addressing conflict drivers,

with a particular focus on lessons learnt and programming adaptability to volatile ground realities.

V. UN Guiding Principles as Cross-cutting Themes

UN programming aims to further the realization of human rights, contributing to the development of the capacities of rights-holders to claim their rights, and duty-bearers to meet their obligations – in line with UN human rights standards, and taking into account the international human rights mechanisms to which Pakistan has voluntarily subjected itself. Key human rights principles (universality and inalienability, indivisibility, inter-dependence and inter-relatedness, equality and non-discrimination, participation and inclusion, accountability and the rule of law) guide all UN programming.

In support of these principles, the proposed joint programme includes the following approaches:

- Assessments and analyses (e.g. context/conflict analysis, institutional capacity assessments, vulnerability assessments, surveys/data on marginalized groups) will aim to identify the human rights claims of rights-holders and the corresponding human rights obligations of duty-bearers, as well as immediate, underlying, and also structural causes of the non-realization of these rights – and try to address these challenges in the programming: e.g. by assessing the capacity of rights-holders to claim their rights, and of duty-bearers to fulfill their obligations – and develop strategies to build these capacities.
- UN monitoring and evaluation will take into account assessing outcomes and processes guided by human rights standards and principles (e.g., identification and application of human rights indicators to measure changes in the patterns of inequalities and discrimination).
- Programming will be informed by the recommendations of international human rights bodies and mechanisms, in particular the recent third Universal Periodic Review cycle and the UN human rights treaty body recommendations for Pakistan.

Leave No One Behind. As indicated, targeting of communities and individuals will be based on need and vulnerability however further community needs assessments will be conducted where implementation takes place at a community level. Programming will focus on identifying and including the most marginalized groups (e.g. discrimination on the basis of race, ethnicity, religion, gender, disability and other grounds.). The UN's guiding principle of leaving no one

behind will be incorporated into the programme activities by relying on existing data whilst focusing on robust data collection and analysis in the project initiation phase.

UNICEF will ensure inclusiveness and prioritize the most marginalized, most in need communities through its equity approach, focusing on including the hard to reach and most deprived communities, out of school children/girls, as well as communities with the lowest coverage of services, relying on data regarding immunization among other indicators of child deprivation. UNICEF's interventions are gender-sensitive, including the promotion of gender equitable health care, equitable health care, education and WASH for girls and boys. Through its strong C4D approaches, UNICEF's community engagement seeks to address social norms and behaviour change to promote gender equality and to empower girls, adolescents and women.

Similarly, UNDP will support gender inclusiveness and the inclusion of marginalized groups by applying and extending a social and economic data regime, including support to the KP Bureau of Statistics. The targeting of communities and marginalized groups within communities will be reviewed based on the data collected and analyzed at the local level throughout the project initiation and targeting priorities will be adjusted accordingly if necessary.

Whilst need and vulnerability are vitally important, all targeting will take in a conflict sensitive approach to limit the risk of doing harm. In addition, access for the most vulnerable and marginalized will be considered when agreeing the location of provision of services at a community/village/tehsil or district level. Some detail of how this will be done is outlined below and as noted decisions on how communities will be targeted and the modality for targeting this more specifically will be confirmed, with approval from the Management Committee and DFID during the inception phase.

There will be specific targets of women and girls and data will be disaggregated (see M&E section) according to gender, disability, tribe, ethnicity and religion where possible, following do no harm principles. Disability will be measured using the Washington Group Questions where possible.

Gender Sensitive Programming

The rights of women and girls will be protected through targeted measures. For example, the use of participatory methodologies will ensure the involvement of all sectors of the community. UNWomen's previous implementing partner (CERD) facilitated access to women within the targeted communities, enabling UNWomen to directly engage with these women. UNWomen has already held a meeting with the chair of the KP Commission on the Status of Women (KPCSW) and, based on a pre-existing work relationship with the chair, has agreed to guide UNWomen on developments pertaining to the merger and its implications. Through UNWomen's long-term involvement in movements, partners and networks, it will leverage these to be able to bring

community leaders and elders from targeted communities on board to support them in understanding the purpose of the initiative, to initiate discussions and dialogue, and to gain the trust of local interlocutors to pave the way forward with the activities in Pillars 1 and 2.

To ensure Gender Sensitive Programming across all pillars, this will feature in the DFID/UN workshops, led by UN Women and DFID. In the inception phase how the programme specifically targets women and girls will be planned and discussed within discussions around targeting and approved alongside other aspects of the programme design. Some examples of key considerations:

- Overall all pillars will consider power relations in the programming at a family, community, and institutional level;
- For Pillar 1, how land rights could affect the beneficiaries especially for interventions related to FAO;
- For Pillar 2, how UNICEF will seek to address the limited number of health care workers in the KP Tribal Districts to increase women's access to health;
- For Pillar 3, how UNDP will address the limited participation of women in politics and leadership and include women in the overall programme activities;
- For Pillar 4, UNDP will consider how they can support government to make economic plans that will also benefit women and local communities.

In general, targeting will be based on the data of the vulnerability assessment, and in addition take into account a child-centered approach, equity, human rights-based approach as well as district realities and conflict dynamics. For example, in Kurram where there is sectarian violence, interventions will take into account the tensions between different religious groups, and education will contribute to peace promotion through sports and community linkages.

The UN will strive to ensure that the development process is locally owned by systematically engaging targeted communities to strengthen local buy-in as well as the citizen-state relationships with a focus on basic service delivery.

Moreover, the programme aims to regularly include civil society stakeholders and representatives of marginalized segments of society into decision-making, re-assessment and monitoring processes. It will do so by establishing a project advisory board of members of the above-mentioned groups providing expertise on all four project pillars, which will be consulted on a biannual basis as well as whenever crucial project milestone decisions require input.

The UN will identify State institutions (such as the National Human Rights Commission, National and the Provincial Commission on the Status of Women, National Commission on the Rights of the Child, the Human Rights Ministry, the Federal and provincial Ombudspersons Office, national and provincial human rights committees, provincial human rights directorates) mandated to protect and promote human rights, including in the KP Tribal Districts, to be involved into capacity assessments and potential programming activities as key stakeholders.

Environmental Safeguarding

Concerning environmental safeguarding, the proposed interventions relating to recovery, rehabilitation and dissemination of best practices include training on and promoting of technologies that are tailored to and suitable in the environmental context of the tribal districts. For instance, FAO will not use GMOs and prohibited toxic chemicals and, therefore, will not have any significant negative environmental impacts. It is likely that the implementation of best practices at the farm level will eventually lead to a reduction of production and post-harvest losses due to spoilage, storage and processing, thus contributing to positive environmental benefits. Farmers will be trained in climate smart agriculture and the use of ecosystem-friendly inputs like farm yard manure, composting, green manuring, and use of mulch to add organic matter in the soil, conserve water and soil. Value chain actors will also be trained in the promotion of climate smart technologies and practices to achieve sustainable production, and to promote adaptations that reduce negative environmental impacts.

FAO generally ensures environmental compliance by completing an Environmental Review Checklist (ERC) to identify potential environmental impact of activities. If necessary, an Environmental Mitigation and Monitoring Plan (EMMP) will be developed that can effectively avoid or minimize potential effects. In the unlikely event that any project activity will require an Environmental Impact Assessment (EIA), the same will be carried out. The activity supported beneficiaries will also ensure compliance to the environmental regulation of the Government of Pakistan. Furthermore, the programme, through an integrated natural resources management approach, will be working to conserve water, mitigate soil and rangelands degradation, promote plantations of indigenous species of forest and fruit species in project areas. Moreover, UNICEF will follow the CLTS approach during the implementation of WASH activities, and compliance with local environmental laws will be ensured.

In terms of internal safeguards, UN Standard Operating Procedures already require internal transparency and accountability mechanisms and commitments, including due diligence with respect to environmental and human rights aspects when undertaking purchasing and contracting. In addition, a number of online courses are mandatory for all UN staff, including on

the prevention of abuse, harassment and exploitation, and the UN and all its agencies have well-established zero-tolerance policies with regard to these issues as well as corruption, enforced by strict internal investigation and audit procedures. In addition, UNICEF will roll out the UN Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing partners through a special toolkit. This will include two-hour trainings on PSEA for all government and NGO partners as part of HACT. Moreover, the programme will establish a complaint mechanism through which local partners, community members and beneficiaries can directly reach out to the UN to report grievances.

VI. Management, Monitoring and Coordination

UN Resident Coordinator System – Leadership and Management

The UN Resident Coordinator (RC) has overall leadership of the country level joint pooled fund, i.e. the UNSDF Fund. In May 2018, UN Member States adopted the General Assembly Resolution on Repositioning the UN Development System, which paves the way for an empowered and impartial Resident Coordinator system. Under these UN Reforms, the UN Resident Coordinator will be completely separated from his/her previous concurrent role as UNDP Resident Representative (effective January 2019). The future full-time role will increasingly focus on scaling up UN efforts to support the 2030 Agenda. As the highest-ranking representative of the UN in Pakistan, the Resident Coordinator will have greater authority and leadership over the UN Country Team. This will include enhanced authority to ensure alignment of both agency programmes and inter-agency pooled funding for development with national development needs and priorities, in consultation with the national Government. It should be noted however that, while the UN Reforms have been approved by the UN Secretary General and the UN General Assembly at the policy level, specific changes in guidance to UN Country Teams and Resident Coordinators is still to be provided, including specific indicators to monitor the implementation of the Reform process. It is anticipated that this guidance will be made available to UNCTs over the next several months.

The RC in Pakistan is supported in these activities by the Resident Coordinator's Office (RCO) in the management of the UNSDF Fund (ToRs annexed). The existing structure will be further strengthened by adding a Monitoring, Evaluation and Reporting Specialist, a Programme Associate, and funding for a senior Programme Manager based in Peshawar to ensure optimal management and coordination of the implementation of DFID-funded Joint Programme (the latter will also oversee overall UN support to the *KP Tribal Districts Transition Framework*). Overall, the RCO's role will include -- but is not limited to -- the following core functions:

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- Provide secretariat and technical support to the RC in the management of the DFID contributions to the UNSDF Fund;
- Assess the extent to which the pooled approach leads to strategic decision-making on priorities in the KP Tribal Districts and strengthened inter-Agency collective results;
- Manage and coordinate the implementation of the DFID-funded joint programme; ensuring that robust/realistic work plans are developed per agency and overall, which: are agreed with DFID, government counterparts and key stakeholders. These must adequately take gender into account;
- Manage the communication with the Oversight Committee (chaired by the Secretary EAD and the RC) and the KP Tribal Districts Steering Committee on the progress of the programme;
- Develop a robust monitoring and evaluation framework for the programme, which includes a realistic measurable set of indicators (including clarity on data sources; disaggregation of data);
- Prepare, where relevant, in collaboration with the Administrative Agent and the KP Tribal Districts Programme Team, reports and background materials relevant. This includes collating information from participating UN agencies and delivering timely, high quality quarterly financial and narrative reports to DFID on progress on the programme;
- On behalf of the RC, ensure that the narrative and financial documents of the Pakistan UNSDF Fund are distributed to partners including the Management Committee, the Oversight Committee, the FATA Steering Committee and donors, and uploaded onto relevant websites;
- Through the management of the Pakistan UNSDF Fund, promote the reduction in transaction costs associated with separate and multiple financing agreements, thereby leading to cost savings that can be applied to programmatic priorities;
- Develop a value for money framework for the programme to ensure DFID funds are used in line with the principles of: economy; efficiency; effectiveness; and equity;
- Proactively manage programme risks, ensuring that there is a mechanism in place to manage risks and ensure the programme 'does no harm'. This will include ensuring:
 - A process to targeting communities which is agreed by government and DFID;
 - UN agencies undertake conflict sensitivity analysis to 'do no harm' and risks are discussed monthly and the programme adapted to manage these risks;

- A delivery chain map is maintained and updated which clearly shows which partners DFID funds flow to (see annex). No funds must flow through government systems;
- Findings from DFID due diligence reports are proactively followed up on and reported to DFID;
- Organize periodic coordination and information exchange forums among key stakeholders; sharing good practices and lessons learned which will inform future programmes.

Planning, Monitoring and Coordination Arrangements

The UN Resident Coordinator will lead the inter-agency joint programme on behalf of the participating UN agencies, i.e. FAO, UNDP, UNICEF and UN Women, collaborating directly with DFID and the Government of Pakistan (i.e. EAD and merged KP/KP Tribal Districts government) at higher levels, especially in programme planning, reviewing results and for strengthening inter-agency UN accountability. In parallel, participating UN Agencies will retain their normal interactions with established counterparts and beneficiaries.

Table 1 provides an overview of the strategic planning and coordination processes. The RC is also the chair of the UNCT and leads the UNCT in the implementation of the UNSDF/OPIII (2018-2022) which is the five-year strategic roadmap between the Government of Pakistan and the UN to achieve the SDGs. Similarly, the RC will also lead the Steering Committee (to be established. It replaces the FATA Task Force established in 2017) that will provide strategic direction and oversee the implementation of the *KP Tribal Districts Transition Framework*. Since national ownership is paramount to the work of the UN, the Oversight Committee that is co-chaired by the Secretary EAD is mandated to chart the progress of the UNSDF/OPIII results and meets on an annual basis. The FATA Steering Committee⁹ is chaired by the ACS FATA.

The Steering Committee platform will allow adequate programmatic engagement and exchange/learning with the other partners, including the KP Provincial Government and FATA Secretariat (while this exists), international and national NGOs, the World Bank and other donors and development partners, allowing for programmatic and operational synergies. Furthermore, the RC's leadership will ensure the strategic positioning of the programme within the transition

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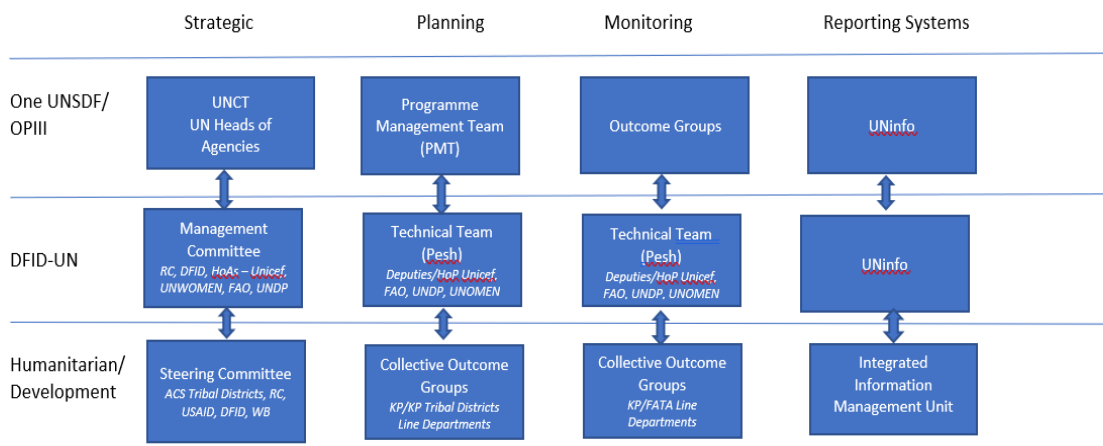
Forum name and chair subject to change following KP-FATA merger process.

landscape in KP and the Tribal Districts and strengthened stakeholder engagement and partnerships.

The RC (supported by the RCO) will have a strategic and extended role/engagement in the planning, coordination and management of proposed programme, in accordance with the current UN reform agenda and the principles of development effectiveness.

The Management Committee and the participating UN Agencies will be supported by the Programme Manager based in Peshawar and by the Monitoring and Evaluation (M&E) Specialist in the RCO. The M&E Specialist will be responsible for developing and implementing the M&E framework/strategy including a reporting structure, monitoring mechanism, designing of surveys and studies, including for the focus on liaising with the UN Agencies to ensure that a) their specific activities, expenditures and results are included in the new UN Info system (UN’s internal planning, monitoring and reporting tool), and b) that this information is available for reports to the Management Committee. The Programme Manager will liaise directly with UN Agency staff in Peshawar (and in the Tribal Districts, where they exist), and will provide analytical summaries based on this data to guide overall management of the programme and for inclusion in reports to the Management Committee. Related to the UN Reform process currently underway, the financial and programme monitoring systems of some UN Agencies (e.g., UNDP and UNICEF) are to be interfaced directly with the UN Info System, which will ensure that data is consistent and available in a timely manner (although this linkage will only become progressively operational over the course of 2019).

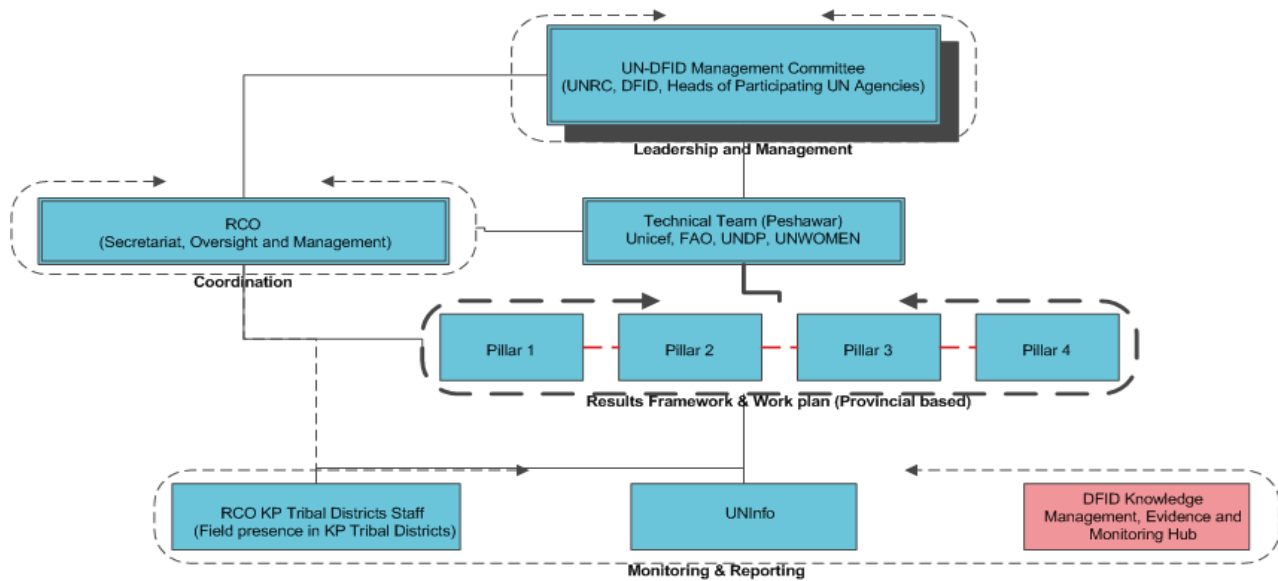
Table 1: Overview of Strategic Planning and Coordination Linkages



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Furthermore, the RC’s leadership will ensure the strategic positioning of the joint programme within these key forums, thus further strengthening stakeholder engagement and partnership. The RC and RCO will also ensure the functioning of a multi-level monitoring system to review progress and constraints, and to take decisions to adapt programme elements as necessary given the uncertain and changeable situation in the Tribal Districts and in their emerging relationship with the KP government. The RC will also ensure establishment of inter-agency mutual accountability for programme management.

Table 2: Management, Coordination and Reporting Structure for DFID-UN Joint Programme



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Name	Mandate/role	How often they meet	Who will attend
Steering Committee (rotational– Islamabad/Peshawar)	<ul style="list-style-type: none"> To provide strategic oversight and programme leadership particularly in relation to determining and agreeing on the meaningful direction of the KP Tribal Districts Transition Framework To serve as a platform for policy dialogue, political coordination and consensus building required in view of the volatile nature and fast evolving governance landscape of KP To ensure the strategic positioning of the programme within the transitional context of KP focusing on the Tribal Districts including strengthened stakeholder engagement and partnerships To collaborate for enhanced strategic engagement in accordance with the current UN reform agenda and the principles of development effectiveness. To allow for adequate programmatic engagement and exchange/learning with the other partners, including the KP Provincial Government and FATA Secretariat (while this exists) including other governmental and non-governmental local and international development partners 	Six monthly	<ul style="list-style-type: none"> Chair: Add. Chief Secretary (KP) Co-Chair: RC DFID/WB Reps Int. development partners Ex-Officio Secretary: Programme Manager
Management Committee (Islamabad-based)	<p>The MC will exercise its overall management authority based on evidence and research to help ensure value for money and that the overall risks to the programme are mitigated. Specific tasks will include:</p> <ul style="list-style-type: none"> To ensure programmatic and operational synergies through provision of strategic direction of the programme, that aligns with the DFID Business Case and related Government of Pakistan/UN strategies; To support and oversee the start-up of the programme (beginning shortly after the signing of the Agreement), in particular the engagement with the KP Tribal Districts Secretariat (while this exists) and the KP Provincial Government, as well as other government entities, other donors, and local NGOs; 	Quarterly	<ul style="list-style-type: none"> Chair & Co-Chair: RC & DFID Ex-Officio Secretary: RCO Participating UN Agency Heads Programme Manager

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	<ul style="list-style-type: none"> • To review outcome indicators for the programme, to be developed jointly by DFID and UN in the first three months of programme implementation (as referenced in the DFID Business Case); • To ensure timely reviewing and approving analysis, specifically: (i) approach to targeting communities; (ii) donor mapping; (iii) conflict sensitivity; (iv) gender analysis and ensuring that the programme adapts to reflect this analysis. • To discussing risks including approval of course correction measures including safeguarding, fraud, terrorist financing, conflict sensitivity, leave no one behind and gender • To approve disbursements (agency allocations) including programme work plans and progress reports to move from inception to implementation. 		
<p>Provincial Programme Team (Peshawer-based)</p>	<ul style="list-style-type: none"> • To ensure effective management of the programme and inter-pillar coordination through robust administrative support to the achievement of high quality results including timely implementation of decisions (as approved by the MC) regarding timely execution of costed work plans etc • To review and propose changes to adjust and fine-tune activities necessary to achieve the joint programme to ensure embedding “adaptability” and “flexibility” into the programme results framework, M&E and other strategies such as VFM etc • To strengthen and reinforce cross-pillar fertilisation to ensure synergies in the integrated programme • To prepare and submit quarterly work plans that will be shared with DFID for review including feedback on reporting requirements • To discuss any key challenges that may arise, in particular related to the risk assessment ensuring that concerns around risk, safeguarding or fraud and corruption are reported urgently to DFID and the Management Committee for timely action • To ensure effective communications and consistent messaging regarding programme achievements • To manage expectations of diverse stakeholders 	<p>Every Second Week (Initially)</p>	<ul style="list-style-type: none"> • Convener: Programme Manager • Agency Sub-Office Heads/Pillar Representatives • M&E Specialist

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<p>Pillar Technical Team (Islamabad-based)</p>	<ul style="list-style-type: none"> • To ensure sustained provision of quality technical inputs into specific strategic interventions as planned for respective pillar • To exchange best industry practices including sharing of knowledge for effective cross fertilization • To discuss key challenges, review progress and assess constraints and risks at field-level with regard to substantive elements of the Pillar work plans and, where necessary, adapt work plan implementation to changing conditions on the ground in the KP Tribal Districts • To conduct quality assurance checks against flagship knowledge products • To ensure technical sound interventions result in proper value for money 	<p>Monthly</p>	<ul style="list-style-type: none"> • Convener: Programme Manager • DFID Pillar Technical Leads • UN Pillar Technical Leads
<p>M&E Working Group (rotational – Islamabad/Peshawar based)</p>	<ul style="list-style-type: none"> • To ensure system-wide collaboration for results-oriented programme delivery through implementation of an elaborate ‘Planning, Monitoring, Evaluation and Learning Strategy’ • To coordinate mutually agreed support for design, development and implementation of M&E Framework • To ensure quality assurance of results framework, joint workplan and the Pillar Specific Theory of Change • To collaborate for field monitoring plans including coordination with DFID third party monitors and Knowledge Hub lead • To regularly share insights and experiences from the ground as to what works and what doesn’t work • To provide input for commissions of surveys, studies, assessments, mapping/scoping etc as required by the programme management team • To provide clear directions based on the findings from political economy analysis and risk identification measures • To ensure standardized approach towards data sourcing, data collection and disaggregation methods in an iterative and adaptive ways • To support design and conduct of annual review and mid-term evaluation as approved by the management committee 	<p>Quarterly</p>	<ul style="list-style-type: none"> • Convener: M&E Specialist • DFID M&E/Evaluation Lead • UN Agency M&E Focal Persons

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- To coordinate and manage expectations of DFID third party monitors
- To closely coordinate for meaningful data entry into the UN Info for adequate establishment of results chain, indicators and other performance measures along with a workable progress tracking modality consistent which is consistent with DFID requirements regarding Value for Money (VFM) through rigorous analysis of activity-based budgeting, engagement plans and targeting methodologies

Reporting

The UN will report quarterly to DFID including a narrative report (covering key learnings; updates on conflict sensitive assessment and risk; updates on the delivery chain map; reports on fraud and safeguarding; and results) financial report (demonstrating expenditure against the workplan). The RC will receive quarterly reports from each agency and consolidate this into one for DFID. The deadlines for reporting to DFID will be 31 Dec 2018; 31 March 2019; 30 June 2019, 30 September 2019, 31 December 2019; 31 March 2020.

Tranche payments will be dependent on the receipt of quarterly reports and satisfaction from DFID in overall spend and results. DFID will develop the reporting template and guide in the first month of the inception phase.

There will be an annual report after one year and end of programme report at the end of the project. In addition, DFID will receive an annotated workplan monthly initially from each pillar to and the RCO to understand what is being delivered in detail. This can also be done through discussions.

Planning, Monitoring, Evaluation and Learning (PMEL)

M&E will be a core strategic priority of this integrated joint programme. For this purpose, a detailed PMEL strategy shall be formulated during the inception phase to serve as a key UN instrument for achieving and measuring development outcomes in the KP Tribal Districts as outlined in the Results Framework annexed.

The Participating UN Agencies of the UN-DFID Programme are currently using varied (agency specific) M&E resources which can be further repositioned for the KP TDP to ensure multi-dimensional flow of information and knowledge within the joint programme. If required, the existing system-wide M&E capacities will be reviewed and strengthened both at RC Office and UN Agency level to make these consistent with emerging requirements of the programme.

At the heart of UN's M&E processes lies a newly launched common online platform i.e. **"UN Info"**. This online tool represents UN's overarching mechanism for planning, monitoring and reporting on UN's in-country development assistance principally designed to achieve Agenda 2030 through a global UN standard i.e. UN Info. As a culmination point for substantive M&E inputs, the UN info will integrate relevant M&E processes applicable for this joint programme too. As an online tool for ***system-wide collaboration for results-oriented programme delivery***, the UN Info is well positioned to generate sectoral and geographical view of DFID's financial contributions to KP Tribal Districts (towards SDGs and DFID global priorities). Through a multitude of system-generated reports and progress tracking capacities, the UN info is capable of supporting common

budgetary frameworks including tracking of funding resources and allocations to the output and key activity level results.

As a strategic online monitoring system, the UN Info enables the UN family of contributing organizations to strengthen coordination, transparency and accountability through provision of readily available opportunities for greater harmonization and more efficient allocation of resources to priority areas. From a coherent and actionable programme management perspective, a wide variety of data and evidence generated content through UN Info will be used for periodic support to the **Management Committee, the Programme Team** and the Pillar Working Groups as well as other pre-determined stakeholders.

As for planning, organizing and finalizing M&E related activities through offline processes, **an 'An-Inter-Agency Working Group'** is proposed to potentially serve as a quality check for any sort of data that feeds into the UN Info. In fact, it is this working group that is envisioned to constitute a central plank of our PMEL strategy. Much of knowledge synthesis and data analysis will be conducted under the aegis of this working group in order to continuously inform and improve evidence-based programme implementation. **DFID technical specialists shall be invited to become part of our participatory approach towards M&E.**

It is clear that there are significant **data gaps in KP Tribal Districts** due to administrative and institutional limitations. As a result, this programme is likely to procure and commission a range of independent baseline studies, reviews and assessments as planned by the participating agencies. An inter-agency forum, thus, can be an effective and coherent mechanism to oversee monitoring function (to be centrally coordinated by RC Office) including collaboration for determining ways and means for measurement of progress against indicators and targets. The group shall be primarily responsible to review the baselines, targets and indicators and MOVs as and when requested by the RC Office, Participating Agencies and DFID. Furthermore, this group can ensure quality of assessment of data availability including disaggregation encompassing geographical, gender and other development dimensions. Needless to say, that effective implementation of our PMEL strategy requires that all UN agencies operate in a manner consistent with common programming principles. This will be a major ball parker for which the M&E Working Group will be tasked to support initiatives for refining programme improvements in relation to design strategy and results monitoring through continuous collection of data, timely review and actionable analysis.

DFID will be procuring a Monitoring, Research and Evaluation Hub which will be providing contextual research analysis to the programme and delivering third party monitoring and verification. This will also aim to consolidate the studies and reviews delivered by the UN so that an understanding of the KP Tribal Districts as a whole can be developed. To ensure data can

consolidated the UN will share all data with DFID and discuss upcoming research and baselines so the different evaluation capacities can work together.

To be sure, our PMEL strategy that we aim to finalize during the inception phase, will be a living document subject to periodic review and updates. Such an iterative process will entail both aforementioned online and following offline revisions of relevant M&E elements provided in the **results framework, the joint workplan and the Pillar Specific Theory of Change**. In the main, our **PMEL approach** will be driven by the critical need of timely identification of **‘what works and what doesn’t work’** so that informed decision making can happen during the critical delivery phases. Given the nature of transition context of KP Tribal Districts, it is clear that our PMEL strategy will remain flexible in responding to the changes in circumstances and community needs. RC Office coordinators deployed in select agencies including regional office (Peshawar) will have a crucial M&E role and responsibility cut out for them from a quality assurance perspective. The joint programme will follow an adaptive approach towards M&E given the peculiar nature of operating context of the KP Tribal Districts. Robust and rigorous data and information resources including some key surveys and maps shall be sourced and commissioned by the UN agencies to ensure that adequate **performance measures** along with a workable progress tracking modality consistent with UN Info are in place.

The **audience** for the M&E system and UN’s online platform i.e. UN Info shall include Government, Donors, Implementing Partners and Public at Large that includes media and civil society organizations along with academia and private sector. Additionally, our PMEL strategy will reflect our common programming principles in line with UN Reforms including ways to crystalize the use of different tools, systems and processes underpinning our joint efforts as to how are we going to translate resources into measurable results including the fundamental guiding principle of ‘Leave No One Behind’. As a central prong of implementation strategy for the programme, the M&E function is anchored in the **‘Results Framework’** where UN implementing agencies have established their outputs (in correspondence to the intermediate outcomes of the DFID Business Case) and key activity level results along with corresponding targets and baselines. Nationally owned data sourced shall be sources for verification as made available by the government data bases. Where data is not forthcoming, the participating agencies will undertake necessary initiatives to address missing data gaps. Options can be explored to ensure targets are aligned with trajectories of this integrated programme and key transformations triggered thereby in order for phase II of the programme to be well informed including the possibility of resetting baselines on the basis of a trend analysis, extrapolations and projections.

PMEL plan will also underline specific aspects of programming related to **Value for Money (VFM)** through rigorous analysis of activity-based budgeting, engagement plans and targeting methodologies. VFM shall also be made intrinsic part of reporting schedule and reviewing of results framework process. Similarly, our holistic and multifarious nature of M&E will draw upon

the value of conducting regular **political economy analysis and risk identification measures**. These elements will be integrated into the larger M&E framework so that results are planned and delivered in a coordinated manner. This shall include consistently updating risk log and sustained monitoring of political events including checks on trends in safeguarding processes.

Data sourcing, collection methods and exercises for analysis will be managed in an iterative and adaptive ways. For meaningful **data collection**, UN participating agencies in coordination with their counterparts will follow participatory approaches with a view to ensure timely revisiting of programme design, intervention logic and programme approaches. This will require timely lessons learning, knowledge synthesis and data analysis. Data collection methods deployed by participating agencies will include timely and high-quality data and analysis in key result areas which will be ensured through continuous but systematic flow verified data on specific types of indicators such as related to gender, ethnicity, specific tribe or geography.

The PMEL Strategy will draw on lessons learnt from DFID's 10 yearlong support to various humanitarian programmes and projects. At the same time, UN can build upon its experience of ensuring **humanitarian – development continuum** so that lessons learnt can bear upon smooth and orderly transition from a long-term perspective. However, any transition plan can only be effective through adequate institutional strengthening. Our PMEL strategy will lay out specific steps to ensure **government counterpart capacities related to M&E are strengthened**. This is more important given the consistent requirement to track vulnerability in post conflict settings. In phase II and III, the M&E mechanisms will be further refined in view of key lessons learnt including assessing reduction in vulnerabilities over time.

As part of the PMEL strategy, a joint '**UN-DFID Annual Review**' will be conducted in March 2019 focusing on progress made against outputs for each pillar measured by their relevant indicators and targets, as well as on challenges requiring re-adjustment of the planned results and targets for the coming year. To be sure about the programme successes, a **mid-term evaluation** of the programme can be considered to assess the quality of key activity level delivery results but also against collective outcomes and agency-specific outputs through third party evaluators. Other modalities of joint reviews and evaluation approaches can be explored too for assessing how effectively the joint programme modality is working thereby enhancing programmatic impact on transition and merger process including sequencing and linkages with KP Govt's development objectives and priorities. Our plan at this stage is to offer an external evaluation to assess the overall effectiveness, efficiency, relevance and sustainability of the joint programme.

As stated earlier, RCO will take the lead in coordinating the PMEL development and implementation processes through multi-stakeholder and participatory approaches in close collaboration with the four pillars and DFID. It is worth emphasizing that individual UN Agencies will undertake programme monitoring through their own systems, including field visits and direct

reporting to the RCO. In addition, RCO staff based in the Tribal Districts will undertake field monitoring to validate the reports and provide monitoring feedback to the RCO. The field monitoring will be undertaken on the basis of the monitoring formats developed (including the qualitative and quantitative indicators for validation, field monitoring frequency and sampling framework). Collective reports will be analyzed by the RCO and presented to the MC (Management Committee).

The RCO will follow-up with the UN Agency M&E and programme staff on the status of the implementation of the monitoring recommendations. M&E reports and discussion on evidence will be a regular agenda item in all Pillar meetings, KP Tribal Districts Programme Team Meetings

The summary of the key features of the PMEL for the KP TDSP:

Harmonized Approach towards PMEL: Given the complexity of the programme and multiple institutional participation, the UN system will be catering to multiple M&E needs (including reporting) of the Programme, however every effort will be undertaken to harmonize basic M&E needs (to the extent possible), enabling the different efforts complement and supplement each other in a collaborative manner. The harmonization approach is also in accordance with the principles of UN Reform, also allowing for reduced transaction costs for the different stakeholders involved. (A detailed mapping of institutional M&E (inclusive of reporting) needs of DFID, UN agencies, KP Government and UNSDF Fund will be undertaken to ascertain the basic common elements of M&E, on the basis of which the PMEL strategy and framework will be developed. A process mapping exercise will be undertaken for the implementation of the strategy.)

Cross-Cutting nature of M&E: Programmatic (measuring progress, effectiveness and sustainability) and programme management (measuring efficiency) level. M&E will be an in-built and integrated feature of the programme. Intersectoral (within the sectors/themes encompassed in a pillar and across the pillars)

Robust PMEL approach: A lean indicator base will be developed on the basis of a multi-stakeholder ToC exercise, which will allow for progress assessment and decision making at different programme management tiers; pillar level, programme team level in Peshawar and the Management Committee (MC). Qualitative and quantitative indicators will be developed on the basis of the ToC cascade-indicating the parameters for change in the KP tribal districts, using the 'demand, supply and enabling environment model' for change stratification. The indicators will be developed to capture the programme focus which can actually effectuate change. Process indicators to assess internal tracking.

Multi-stakeholder and participatory M&E by participating agencies of each pillar, involving government counterparts, CSOs, IPs and communities for beneficiary analysis.

Digitized 'Joint Work Plan'/Monitoring & Reporting Process – UN Info: From a strategic perspective, the system will generate cross tabulated analytical reports to assess progress, including DFIDs contribution to SDGs and (in the transition landscape of the KP Tribal Districts) and to their global priorities of DFID.

and the Management Committee.

Third Party Monitoring and Evaluation

Third Party Monitoring (TPM) is often employed by donors as an oversight mechanism for remotely managed programmes. It is undertaken by parties external to the programme's management structure and aims to provide an independent and external perspective on project implementation and management. The scope of TPM may include: verifying programme inputs and outputs or evaluating broader outcome and impacts. Third party monitoring can also provide information on various phases of the project cycle, impact, sustainability and governance. Often, third party monitoring involves project beneficiaries. DFID will contract an external service provider to carry out Third Party Monitoring of the programme activities being undertaken by the UN Agencies and the RCO. The scope of this will be determined during the inception phase.

The participating UN agencies, in Islamabad, KP and KP Tribal Districts will extend support to the TPM service provider where needed to effectively enable them to undertake independent monitoring activities. The Programme Manager from the RCO will act as the focal point in engaging with the service provider, however DFID and the service provider may choose to arrange visits directly with a participating UN agency. All reports will be submitted to DFID by the TPM service provider and key findings of the report will be shared with the RCO and discussed at the Technical Team meetings in Peshawar (monthly if reports are available) and the Management Committee (quarterly) and follow up actions will be agreed.

Summary

All evidence generated will be used to help DFID/UK, the Government of Pakistan, the UN and other development partners better understand the results of transition efforts including changes brought about through development interventions, in the Tribal Districts and to inform decision making and future programme implementation. The RCO will work in close collaboration with the DFID's knowledge hubs, relevant technical leads and M&E related contractors to ensure that the evidence generated and collated will contribute to the objective of the medium-term DFID FATA Programme "adapting" over time and remaining relevant in support of the Government's reform programme. The idea is to make sure that the UN and DFID will work closely together to track social dynamics across the Tribal Agencies and will inform regular contextual analysis and risk-informed programming.

In short, our PMEL strategy will articulate the precise nature and frequency of monitoring, reporting and review processes including appropriately timed independent, midterm and/or final evaluation of this joint programme. In this regard, we propose tentative division of labor between the RC Office and UN Participating Agencies to ensure well-coordinated implementation of our overall PMEL strategy.

VII. Value for Money

UN Common Programming – Delivering as One Framework

Pakistan was amongst the first eight countries in the world to become a Delivering as One country that calls for more efficient and harmonized approach to UN's work as part Secretary General Kofi Annan's Reform Agenda. To practically implement, the UNDG Standard Operating Procedures (SOPs) was developed and provides UN Resident Coordinators (RCs) and UN Country Teams (UNCTs) with an integrated package of clear, practical and internally-consistent guidance on programming, leadership, business operations, funding and communications for the UN to work and deliver together at country level. The objective of the SOPs is to identify and scale up good practices, which help the UN development system get its internal house in order and render it a more effective, efficient, coherent and impactful partner to governments, donors and the people the UN serves.

The UN Pakistan's work has been guided by the SOPs in all its work. The SOPs has helped shift the UN Pakistan's focus from planning together to delivering together, with a clear focus on simplification and streamlining of processes and instruments. The KP Tribal Support Programme will apply the SOP and adopt business practices that build on economies of scale and reduce transaction burdens. This increases transparency and efficiencies, reduce transaction costs for governments, partners and stakeholders, and organize and hold accountable the UN in-country for shared results.

UN programme strategy is consistent with DFID VfM framework emphasizing the significance of economy, efficiency, effectiveness and equity of development interventions. Although a detailed VfM matrix will be developed during inception phase including at field level, a proposed set of indicators are outlined to track VfM. Each pillar of the SOP has a set of core elements that enable focused actions, tracking and measurable change. The SOPs Core Elements establish minimum criteria for quality control which can be tracked in the public domain which will also guide the planning, implementation and monitoring of the KP Tribal Support Programme.

Few examples and areas where value for money will be achieved are as follows:

- Undertaking a shared analysis on vulnerabilities, challenges and opportunities for peaceful development in the KP Tribal Districts through a conflict and development analysis. This will eliminate the need for individual agencies to undertake their own.
- Leadership from the UN Resident Coordinator throughout the transition/merger period with integrated support services, for example for information and knowledge management services. This also includes more coherent international community support through an effective UN-chaired (or co-chaired) coordination mechanism.

KHYBER PAKHTUNKWHA TRIBAL DISTRICTS SUPPORT PROGRAMME

- More effective use of financing, including cost-sharing with other donors and using pooled financing instruments such as the UNSDF Fund. This will reduce transaction costs and enable synergies to be achieved.

PILLAR	#	SOPs CORE ELEMENT
Overarching / Government Ownership	1	Joint oversight and ownership agreed between Government and the UN and outlined in agreed terms of reference for a Joint National/ UN Steering Committee
	2	Annual reporting on joint UN results in the UN Country Results Report
One Programme	3	Signed UNDAF at the outcome level with legal text as appropriate
	4	Joint Work Plans (of Results Groups) aligned with the UNDAF and signed by involved UN entities
	5	Results Groups (chaired by Heads of Agencies) focused on strategic policy and programme content established and aligned with national coordination mechanisms
Common Budgetary Framework (and One Fund)	6	A medium-term Common Budgetary Framework aligned to the UNDAF/One Programme as a results oriented resourcing framework for UN resources
	7	Annual Common Budgetary Frameworks (as a part of the Joint Work Plans) updated annually with transparent data on financial resources required, available, expected, and to be mobilized
	8	A Joint Resource Mobilization strategy as appropriate to the country context (with the option of a One Fund duly considered) approved by the UNCT and monitored and reported against in the UN Country Results Report
One Leader	9	Strong commitment and incentives of the UNCT to work towards common results and accountability through full implementation of the Management and Accountability System and the UNCT Conduct and Working Arrangements
	10	Empowered UNCT to make joint decisions relating to programming activities and financial matters
Operating as One	11	Business Operations Strategy endorsed by UNCT is highly recommended, adapted to local needs and capacities, to enhance operational oneness processes through eliminating duplication of common processes to leverage efficiencies and maximize economies of scale
	12	Empowered Operations Management Team (chaired by a Head of Agency)
	13	Operations costs and budgets integrated in the overall medium-term Common Budgetary Framework
Communicating as One	14	A joint communication strategy appropriate to the country context approved by the UNCT and monitored and reported against in the UN Country Results Report
	15	Country Communications Group (chaired by a Head of Agency) and supported by regional and HQ levels, as necessary

a) UN's Comparative Advantage

The UN is currently the only international organization that continues to have a large programme and operation in the KP Tribal Districts including UN staff stationed in various agencies of the KP Tribal Districts. The UN's comparative advantage such as license to operate, its legitimacy with the government counterparts, operational footprint and security management system contribute directly to reduced risk and maximum impact of each pound spent to improve development indicators. For instance, the most recently published multi-lateral aid review established UNDP globally as "good value for UK foreign aid money".¹⁰

Planned indicators:

1. *Level of administrative efficiency achieved in delivering mutually agreed results and targets*

¹⁰ Multilateral Aid Review, UNDP (2013 update) (accessible at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/264571/UNDP-2013-summary_assessment.pdf)

2. *Extent to which the cost for running the joint programme was controlled from effectiveness perspective*

b) UN's prior engagement with FATA Secretariat and KP Departments

All the implementing UN agencies have offices headed by senior international staff (except UNWOMEN – senior national staff) based in Peshawar with regular access to the FATA Secretariat, KP Planning and Development Department, and line departments (education, health, social welfare, agriculture etc.) and SAFRON's key officials. The formation of a dedicated Programme Team with the Heads of Sub-Offices from UNICEF, UNDP, FAO and UNWOMEN convened monthly by the Team Leader will foster stronger coherence and collaboration within and between the Pillars. This will result in efficient delivery of the outputs in the short run and the outcome in the long run through joint planning and monitoring.

Planned indicators:

1. Percentage reduced recruitment time for key programme posts
2. Timely mobilization of human resources
3. Stakeholder management strategy developed and implemented

c) UN's Frontline Team

The implementing UN agencies already have a well-positioned and skilled team of technical experts stationed at its Peshawar office and in the agencies of the KP Tribal Districts, which further increases its ability to be responsive in implementation of the project activities. The programme will be directly managed by a P5 level international Team Leader/Programme Manager along with a strong project team. This team shall directly supervise the implementation of the programme, manage partnerships and the fiduciary processes.

Planned indicators:

1. Number of partnerships managed in line with key programming principles
2. Extent to which the technical expertise mobilized and deployed according to programme implementation strategy

4) Result Based Framework

The UN's results-based framework of monitoring and integrated results and resources framework results in effective quality assurance and better transparency in spending donors resources in the right manner.

Planned indicators:

1. Adequate technical capacity in place by the end of inception phase to manage, monitor and report progress against mutually agreed results
2. Number of disbursements submitted by UN Agencies and delivered by RC Office in line with agreed results framework
3. Pillar specific 'Work Plans' developed in line with RF
4. Number of monitoring visits undertaken

5) UN's exceptional procurement procedures

The UN's common operations framework is governed by a Business Operations Strategy overseen by the Operations Management Team (OMT) based in Islamabad that aims to harmonize business practices of the UN to create efficiency, effectiveness and economies of scale. The KP Districts Support Programme will benefit from common procurement practices and improved value for money in common areas such as security, travel, mobile and internet services, rented vehicles and event management.

For the first time in the UN global system, the UNCT through the OMT to develop a draft policy and Standard Operating Procedure (SOP) on human rights and environmental sustainability due diligence for procurement. The best value for money is a key governing principle in the UN's procurement. The best value for money however is not merely equated with the lowest price but a thorough assessment of other key parameters, which are imperative to achieve the end goal, are taken into account. This includes quality, experience, reputation, past performance etc.). This policy and SOP proposes to revolutionize the way procurement is undertaken by way of promoting human rights and environmental protection and shared value partnership. A Due Diligence Criticality Index has been developed to help the Procurement Working Group of the OMT to rate the vendors of procurement services on the level of compliance with international standard on human rights and environmental protection. The rating will be used to recommend several measures that the vendors should undertake within a given time frame to help them promote responsible practices.

Planned indicator:

1. Percentage of cost-savings achieved through common business practices applied to the programme.

KPMD One Work Plan

UN-DFID KP Merged Districts Joint Programme (KPMD)

UNDP/PAK/148/UNU
 Government/Other Counterpart(s)

Government of KP (Planning & Development Department, Finance Department, Education Department, Health Department, Local Government Department, Irrigation Department, Agriculture Department, Home & Tribal Affairs Department, Social Welfare Department and Provincial Commission on the Status of Women)

Outcome 1: Enhanced leadership of the RC to foster stronger collaboration and joint work of UN agencies to achieve common results

Output 1.1: Strengthened partnership, performance and accountability of DFID, RCO and UN Agencies

#	Key Activity	Unit of Measure	Quantity	Unit Cost USD	Unit Cost GBP	Estimated Cost USD	Estimated Cost GBP	Timeframe							
								PO1 (2018)	PO2 (2019)	PO3 (2019)	PO4 (2019)	PO5 (2019)	PO6 (2020)		
1.1.1	RC-led meetings with government leadership including programme launch	No. of meetings (approx: 20 participants/meeting)	15	1,000	791	15,000	11,865	-	2,273	2,373	2,373	2,373	2,373	2,373	
1.1.2	UNCT and KP Tribal Districts Steering Committee (formerly FATA Task Force) is briefed about the progress of the programme	No of events (approx: 30 participants)	5	300	237	1,500	1,187	-	237.30	237.30	237.30	237.30	237.30	237	
1.1.3	Conflict Analysis informed programming tools (results framework, work plan, targeting strategies, reporting etc)	Consultancy	1	55,000	43,505	55,000	43,505	33,034	9,771	-	-	-	-	-	
1.1.4	Inter-pillar field visits and learning workshops (different than the RCO team field visits)	number of activities	5	2,000	1,582	10,000	7,910	-	1,582	1,582	1,582	1,582	1,582	-	
1.1.5	RCO-WFP Partnership for assessments/surveys/baseline data, monitoring and reporting etc.	Number of Products & Services	1	80,000	63,280	80,000	63,280	9,492	53,788	-	-	-	-	-	
1.1.6	Donor Mapping	Consultancy	1	47,000	37,177	47,000	37,177	-	-	-	-	-	-	-	
1.1.7	Inter-Pillar programme assurance work (Prehwar Inter-Pillar and Islamabad PMT)	# of meetings (Once a month)	15	300	237	4,500	3,560	465	608	608	608	608	608	233	
1.1.8	Joint UN-DFID Programme Learning Events	No of field visits by No of persons per quarter	5	300	237	1,500	1,187	237	237	237	237	237	237	-	
1.1.9	Management Committee meetings (approval of progress reports and work plans)	No of meetings	6	300	237	1,800	1,424	233	233	233	233	233	233	233	
1.1.10	Integrated Media, Communications and Knowledge Management Strategy and Joint Knowledge Products	consultancy & printing	1	20,000	22,939	20,000	22,939	-	5,620	5,620	5,620	5,620	5,620	-	
1.1.11	M&C Strategy and Value for Money Framework (VFM)	number of events and activities	5	100	79	500	396	78	78	78	78	78	78	-	
1.1.12	RCO Team Field visits, spot check and evaluation missions (Islamabad, Beshawar and)	No of field visits by No of persons per quarter	6	7,993	5,848	44,328	35,087	5,848	5,848	5,848	5,848	5,848	5,848	5,848	
1.1.13	Programme Safeguard Mechanism operationalized	Number of workshops/field missions	1	4,690	3,720	4,690	3,720	3,720	-	-	-	-	-	-	
Output 1.2 Sub-Total								3,720	-	-	-	-	-	-	
Personnel Cost								86,348	233,225	80,264	16,905	16,905	16,905	16,905	8,923
Operations Cost								608,828	57,427	110,280	110,280	110,280	110,280	110,280	110,280
Goods (7%)								441,441	35,935	23,274	23,274	23,274	23,274	23,274	18,610
AA Cost (1%)								68,844.42	13,021.19	14,960.20	10,392.16	10,392.16	10,392.16	10,392.16	9,846.93
Operations Sub-Total								10,523.36	1,900.30	2,286.70	1,688.52	1,688.52	1,688.52	1,688.52	1,474.60
RCO Grand Total								879,635	108,774	150,701	143,535	143,535	143,535	143,535	140,012
Outcome 2: Communities are better prepared to cope with shocks (FAO/UNICEF/UNWOMEN)								201,029	250,966	160,440	160,440	160,440	160,440	168,935	

Outcome 2: Capacity of communities and individuals strengthened

Output 2.1: Capacity of communities and individuals strengthened

FAO Activities	Quantity	Unit Cost USD	Unit Cost GBP	Estimated Cost USD	Estimated Cost GBP
2.1.1 Climate Smart Agriculture (CSA) Profiling in selected agencies and roll out of 20 CSA villages	20	20,000.0	15,800.0	400,000.0	296,800.0
2.1.2 Facilitate joint and participatory community needs assessment to identify specific recovery and resilience needs in selected agencies together with other UN partners	1	10,000.0	7,900.0	10,000.0	7,470.0
2.1.3 Identify agriculture resilience building initiatives under DRI/CC and NRM.	1	10,000.0	7,900.0	10,000.0	7,470.0
2.1.4 VCGT voluntary guidelines on the responsible governance of tenure of land, fisheries and forests	1	60,000.0	47,400.0	60,000.0	44,820.0
2.1.5 Prepare Climate Smart Agriculture (CSA) profile of KP	1	30,000.0	23,700.0	30,000.0	22,410.0
2.1.6 Dissemination of information on agricultural techniques, practices, and markets via mass media programming such as radio shows and SMS messages	1	50,000.0	39,500.0	50,000.0	37,350.0
2.1.7 Learning and exposure visits	1	100,000.0	79,000.0	100,000.0	74,700.0
2.1.8 Assessment and capacity development of Farm Services Centers	4	17,500.0	9,975.0	50,000.0	37,350.0
2.1.9 Specialized technical trainings for Government officials (25 per training for 5 days)	5	250,000.0	195,000.0	250,000.0	186,750.0
2.1.10 Specialized technical trainings for beneficiaries (25 per training for 5 days)	8	12,500.0	9,975.0	100,000.0	74,700.0
2.1.11 Baseline Study, Evaluations, and Assessments	12	17,500.0	9,975.0	150,000.0	112,050.0
2.1.12 Provincial Project inception Workshop/Stakeholders' Consultations	8	38,000.0	30,020.0	304,000.0	227,088.0
2.1.13	4	19,110	15,096.9	76,440.0	57,100.7



2.1.14	Value Chain Analysis and Technical/Feasibility Studies	4	20,000.0	15,800.0	80,000.0	59,760.0	66,607.5	11,952.0	11,952.0	11,952.0	11,952.0	11,952.0	66,709.7
FAO Sub-Total													
UN Women Activities	Conduct a mapping exercise in FATA for the issuance of CNIC and collect data from different agencies	1		22,831		22,831	13,699	9,132	-	-	-	-	-
2.1.15	Strengthened linkages between MADRA and FATA Secretariat through establishing a joint committee within MADRA to ensure provision of CNIC to women in FATA	4		533		2,131	-	533	533	533	533	533	-
2.1.16	Facilitation of CNIC for 10,000 women including organizing the necessary documentation required and arranging the increase in mobile units available from MADRA	11,000		21		228,311	-	45,662	45,662	45,662	45,662	45,662	-
2.1.18	Awareness raising sessions delivered to women and girls, boys and men on political rights, social services available, and access to justice	20		2,128		42,552	-	8,510	8,510	8,510	8,510	8,510	-
2.1.19	Monitoring & Evaluation	5		5,015		25,074	13,696.6	64,137.6	55,065.2	55,065.2	55,065.2	55,065.2	23,874
UN Women Sub-Total													
UNICEF Activities (Child Protection)	Gender sensitive training of newly-hired staff jointly by MADRA and Local Government with technical support from UN Women and UNICEF	44		102		4,500.0	4,500.0	-	-	-	-	-	-
2.1.20	Registration of the boys and girls and issuance of the Birth registration certificates duly signed by the Local Government including dissemination of forms, support with filling out forms and liaising with MADRA	41,000		0.34		140,000.0	10,000.0	20,000.0	20,000.0	20,000.0	20,000.0	20,000.0	20,000.0
2.1.21	Establishment of the baseline regarding the social norms and practices related to birth registration in the 7 tribal districts and the end of the project conduct the end line study to assess the changes in the knowledge, attitude and practices related to birth registration	14		2,143		30,000.0	-	30,000.0	-	-	-	-	-
2.1.22	Dissemination of information (including PSAs on radio, bill boards, facilitator's guide book, etc.) on the importance and process of birth registration for boys and girls with special focus on vulnerable communities including children with disabilities	35,000		0.29		100,000.0	-	25,000.0	25,000.0	25,000.0	25,000.0	25,000.0	25,000.0
Operational Cost													
UNICEF Child Protection Sub-Total													
Output 2.1 Total													
Output 2.2: Improved access of communities to services													
FAO Activities													
2.2.1	Strengthening of Farm services Centers (Infrastructure)	4	30,000	21,700.0	120,000.0	89,640.0	22,410.0	22,410.0	22,410.0	22,410.0	22,410.0	22,410.0	12,420.0
2.2.2	Formers' Field Schools and Women's Open Schools	4	25,000.0	10,750.0	100,000.0	74,750.0	12,450.0	12,450.0	12,450.0	12,450.0	12,450.0	12,450.0	9,711.0
2.2.3	Farm tourism, School and Vocational formation	4	16,250.0	52,837.5	65,000.0	48,155.0	9,711.0	9,711.0	9,711.0	9,711.0	9,711.0	9,711.0	28,235.7
2.2.4	Provision of diagnostic tool to veterinary centers	23	3,033.00	2,388.0	75,071.5	56,471.3	2,639.0	2,639.0	2,639.0	2,639.0	2,639.0	2,639.0	2,639.0
2.2.5	Salvage of veterinary hospital/dispensaries	23	423.94	334.9	10,298.5	7,913.1	2,639.0	2,639.0	2,639.0	2,639.0	2,639.0	2,639.0	2,639.0
2.2.6	Provision of motorcycles to the community based veterinary professional Livestock and Dairy Development Department (These Motorcycles will be handed over to dent)	40	1,430.00	1,129.7	57,200.0	42,728.4	42,728.4	42,728.4	42,728.4	42,728.4	42,728.4	42,728.4	24,806.67
FAO Sub-Total													
UN Women Activities	Update the existing UN Women's study conducted in 2013 in selected areas of FATA. The study will identify the magnitude of gender equality gaps	1		45,662		45,662	27,397	18,265	-	-	-	-	-
2.2.7	Capacity development of FATA Secretariat, PCW and Provincial Social Welfare and Women's Development Department on gender equality, gender mainstreaming, and gender analysis tools for improved delivery	3		34,247		102,740	-	25,685	25,685	25,685	25,685	25,685	-
2.2.8	Set up a quarterly working group between MADRA, FATA secretariat, Provincial Social Welfare, Women's Development Department and UN Women to discuss progress, issues, challenges and share experiences	5		685		3,425	-	685	685	685	685	685	685
2.2.9	Facilitate regular structured dialogue between the rights-holders and duty bearers to ensure that women's and girls' voices are heard and considered in decision and policy-making processes	5		2,665		13,325	-	2,665	2,665	2,665	2,665	2,665	2,665
2.2.10	Establish, support and strengthen Women's community Centers in FATA	4		22,831		91,324	-	18,265	18,265	18,265	18,265	18,265	18,265
2.2.11	Disseminate cross sectoral awareness information and messaging to women and girls on WASH, nutrition, education and health via the safe environment of the community centers as well as the use of multiple communication and multi-media channels	5		8,037		25,074	-	8,037	8,037	8,037	8,037	8,037	8,037
2.2.12	Monitoring & Evaluation	5		5,015		25,074	-	5,015	5,015	5,015	5,015	5,015	23,074
2.2.13	Operational Costs	18		13,254		238,580	39,763	39,763	39,763	39,763	39,763	39,763	39,763
UN Women Sub-Total													
Sector-wide upstream support to FATA counterparts in support of the project and the merger, including alignment of planning and work with KP systems and strategies													
2.2.14	Provision of safe drinking water through installation/rehab of water supply schemes	200,000	16		3,200,000	2,432,000	267,200	851,200	753,920	316,160	316,160	316,160	240,200
2.2.15	Provision of access to safely managed sanitation services through community led sanitation upscaling programs	400,000	7		2,800,000	2,128,000	234,000	744,880	659,680	276,640	276,640	276,640	212,800
2.2.16	Installation/rehab of WASH services in schools	130	3,400		442,000	335,020	110,523	104,135	43,670	43,670	43,670	43,670	33,592
2.2.17	Installation/rehab of WASH services in health facilities	10	3,600		36,000	27,360	11,576	9,491	3,557	3,557	3,557	3,557	2,736
2.2.18													
UN Women Sub-Total													
UNICEF Sub-Total													
UN Women Sub-Total													



2.4.11	Establishment of milk-chiller	No. of chillers	25	0.000.00	71,110.0	274,000.0	168,075.0	42,018.8	42,018.8	42,018.8	42,018.8
2.4.12	Establishment of small scale broiler farms in KP-MD	No. of farms	8	20,000.00	15,980.0	150,000.0	119,520.0	50,760.0	50,760.0	50,760.0	50,760.0
2.4.13	Small scale layers enterprises	No. of enterprises	10	15,110.00	11,926.0	150,000.0	112,871.7	56,435.9	56,435.9	56,435.9	56,435.9
2.4.14	Small scale layer hatcheries/incubators to strengthen layers enterprise	No. of incubators	20	5,000.00	3,026.0	100,000.0	74,026.0	37,250.0	37,250.0	37,250.0	37,250.0
2.4.15	Support to women for backyard poultry (layers)	Women headed households	1,000	100.00	79.0	100,000.0	74,700.0				
2.4.16	Pre- and Post harvest packages for fruit orchard owners	Farmer	1,000	130.00	102.7	130,000.0	97,110.0	48,555.0	48,555.0	48,555.0	48,555.0
2.4.17	Establishment of Vegetable Value Chain (Tomato and potato)	Value Chain	2	75,000.00	59,250.0	150,000.0	112,050.0	56,025.0	56,025.0	56,025.0	56,025.0
2.4.18	Establishment of Fruits Value Chain (Pump, apricot and apple)	Value Chain	3	75,000.00	59,250.0	225,000.0	168,075.0	84,037.5	84,037.5	84,037.5	84,037.5
2.4.19	Establishment of Nuts Value Chain (Peanuts and walnut)	Value Chain	3	100,000.00	79,000.0	300,000.0	224,100.0	112,050.0	112,050.0	112,050.0	112,050.0
FAO Output 2.4 Total											
	Personnel cost				2,425,975.7	8,743,100.0	8,743,100.0	432,460.0	432,460.0	432,460.0	432,460.0
	Operational Cost				1,606,041.6	2,150,000.0	2,150,000.0	321,250.5	321,250.5	321,250.5	321,250.5
	GTIS (7%)				632,106.0	875,795.0	875,795.0	122,421.2	122,421.2	122,421.2	122,421.2
	Total Output 4				5,000,991.6	751,300.4	19,930,579.0	3,752,620.8	5,515,555.6	4,840,198.4	3,323,702.8

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

Output 3.1: Improved Health and Education Infrastructure											
3.1.1	Provide technical support to extend the jurisdiction of the Independent Monitoring Unit (IMU) to conduct annual school census and monthly monitoring to tribal districts, and initiate related activities in 5 newly merged districts	Days	270	350.00	273.4	94,500.0	73,826.1	14,765.6	14,765.6	14,765.6	14,765.6
3.1.2	Capacity gap assessment, capacity building plan and capacity building of IMU staff in KPMD	Days	88	350.00	273.4	30,800.0	24,062.5	6,737.5	6,737.5	6,737.5	6,737.5
3.1.3	Support to conduct monthly monitoring in KPMD	Days	270	400.00	210.9	108,000.0	84,375.0	23,625.0	23,625.0	23,625.0	23,625.0
3.1.4	Recruitment of equipment for IMU staff	Tablets	100	250.00	195.3	25,000.0	19,531.3	5,468.7	5,468.7	5,468.7	5,468.7
3.1.5	Provide technical support to KP EMIS to align the data for newly merged districts for improved planning and monitoring	days	66	300.00	156.3	13,200.0	10,312.5	2,887.5	2,887.5	2,887.5	2,887.5
3.1.6	Installation of 25 prelab schools (2 classrooms per school plus WASH facilities) in 5 newly merged districts in locations where schools are destroyed	SCHOOL	25	35,000.00	27,343.8	875,000	683,594	191,405.6	191,405.6	191,405.6	191,405.6
3.1.7	Support the setting up of 55 lower secondary schools for girls through G&E Department in 5 newly merged districts	SCHOOL	55	4,000.00	3,125.0	220,000	171,875	48,125.0	48,125.0	48,125.0	48,125.0
3.1.8	Support the Elementary and Secondary Education Foundation (ESEF) to establish 200 ALP centers for average out-of-school children	ALP centers	300	2,300.00	1,718.8	660,000	515,625	144,375.0	144,375.0	144,375.0	144,375.0
3.1.9	Improve capacity of schools and PTC/TLs to contribute to and demand quality education, institutionalise participatory systems for enrolment and retentions, and advocate for TI financial mandate in line with KP	School	650	900.00	703.1	585,000	457,011.3	127,988.7	127,988.7	127,988.7	127,988.7
3.1.10	Conduct detailed secondary analysis of existing data to set baseline and identify gaps	2 months	1	12,800	10,000	12,800	10,000				
3.1.11	Conduct rapid assessment of health facilities and school health in FATA	Baseline	1	64,000	50,000	64,000	50,000				
3.1.12	Dissemination of the assessment findings	50 participants/1 day dissemination meeting	1	12,800	10,000	12,800	10,000				
3.1.13	Rehabilitation, upgrading of health facilities	Health facility	15	2,278	3,300	38,672	49,500	10,828.0	10,828.0	10,828.0	10,828.0
3.1.14	Health facility equipment, supplies, others e.g. software, mobile phone procurement	Health facility	15	14,003	18,000	216,938	270,000	53,062.0	53,062.0	53,062.0	53,062.0
3.1.15	Design and implement the branding of the 15-upgraded facilities	Health facility	15	701	1,000	11,719	15,000	3,281.0	3,281.0	3,281.0	3,281.0
	Output 3.1 Total				701	2,962,428	2,444,724	377,888	700,659	478,234.4	299,640.6
Output 3.2: Improved capacity of health and education workers											
3.2.1	Develop and execute a baseline assessment and a capacity building plan for teacher training institutes aligned with the KP teacher professional development	days	66	350.0	273.4	23,100.0	18,046.9	5,053.1	5,053.1	5,053.1	5,053.1
3.2.2	Reduce teacher induction programmes and Continuing Professional Development (CPD) programme aligned with KP programmes	days	66	300.0	237.0	19,800.0	15,468.8	4,331.2	4,331.2	4,331.2	4,331.2
3.2.3	Training of Teachers	Teachers	2,600	250.0	195.3	650,000.0	507,832.5	142,167.5	142,167.5	142,167.5	142,167.5



3.2.4	Recruit consultant to develop the orientation, updates, coaching, and training and facilitate the activities	150 healthcare providers	1	6,400	5,000	6,400	5,000	5,000	5,000	6,250				
3.2.5	Training for health and nutrition services providers	150 healthcare providers	150	96	75	14,400	11,250	5,000	5,000	6,250				
3.2.6	Training for 30 outreach teams	150 healthcare providers	150	96	75	14,400	11,250	5,000	5,000	6,250				
3.2.7	Training of 853 LHVs/LHWs/CMMs	853 Staff	853	64	50	54,592	42,650	30,000	30,000	20,000			12,650	
3.2.8	Recruit consultant to develop and conduct the orientation, updates, coaching, and training package	1 Consultant	1	6,400	5,000	6,400	5,000	5,000	5,000	3,000			3,000	
3.2.9	Conduct project planning and review meetings	3 meetings	8	1,920	1,500	15,360	12,000	8,000	8,000	4,000				
3.2.10	Conduct orientation, updates, and training meetings	2 trainings	2	5,120	4,000	10,240	8,000	8,000	8,000	4,000				
3.2.11	Recruitment of consultant to set up DHS-2 or equivalent system from KP in FATA, develop orientation package, and implement the package	1 Consultant	1	10,240	8,000	10,240	8,000	8,000	8,000	8,000				
3.2.12	Orientation, updates for DGH management and technical personnel	2 trainings	2	3,840	3,000	7,680	6,000	6,000	6,000	6,000			16,000	
3.2.13	Orientation, updates of health and nutrition service providers	55 trainings	55	838	655	46,112	36,025	36,025	36,025	18,025			18,000	
Output 3.2 Total										154,484.4	161,002.5	151,597	124,516	92,843.8

Output 3.3: Improved access to health and education services

3.3.1	Conduct a survey of out-of-school children in newly merged districts to identify the scale and scope of the issue, establish a baseline for planning and progress tracking	days												
3.3.2	Launch "Every Child in School Campaign" in 5 newly merged districts to enrol 68,000 children (60% girls) through increased community mobilization and restructuring and strengthening of TIs	campaign	10	85,000.00	66,406.25	850,000	664,063	332,031.25	332,031.25	332,031.25				
3.3.3	Procure education supplies for children in focus schools	supplies	65,000	11.00	8.59	715,000	558,594	279,296.86	279,296.86	279,296.86				
3.3.4	Recruit consultant to conduct rapid analysis of human resources needs and gaps for delivery of integrated health and nutrition services in FATA	1 Consultant	1	12,800	10,000	12,800	10,000	10,000	10,000	10,000				
3.3.5	Recruit of 120 multipurpose health and nutrition services providers for health facilities	75 HCP	75	5,062	3,955	379,680	296,625	59,325	59,325	59,325				59,325
3.3.6	Recruitment and time limited support to 853 LHVs and LHWs	15 LHVs	15	8,077	6,779	130,157	101,685	20,337	20,337	20,337				20,337
3.3.7	Recruitment of mobile teams (LHV/ Nutrition, Vaccinator, Male Social Mobilizers, Female Social Mobilizer) for 30 teams	30 mobile teams	30	26,170	20,445	785,088	613,250	122,670	122,670	122,670				122,670
3.3.8	Vehicle for Transportation of Mobile Team (1 vehicle for each team @ USD 700/month)	30 vehicles	30	8,260	7,000	248,800	210,000	42,000	42,000	42,000				42,000
3.3.9	Establish and operationalize the health communication cell at DOH/FATA and at agency level for the promotion of integrated health, nutrition, school health, birth registration, and WASH messaging	1 consultant	1	6,400.00	5,000	6,400.00	5,000	1,000	1,000	1,000				1,000
3.3.10	Develop and keep updated mapping and communication materials on the availability of critical health and nutrition services in FATA including the referral pathways for maternal and neonatal survival	IEC Material	1	12,800.00	10,000	12,800.00	10,000	5,000	5,000	5,000				5,000
3.3.11	Provide technical assistance to the DOH to establish a quality of care strategic and accountability framework	1 Consultant	1	51,200.00	40,000	51,200.00	40,000	8,000	8,000	8,000				8,000
3.3.12	Design and implement a performance based high quality health and nutrition services in the 15 health facilities	15 HFs	15	11,520.00	9,000	172,800.00	135,000	33,750	33,750	33,750				33,750
3.3.13	Funding monitoring activities of the Donor DHS Office, MNCA, EPI and AHMT to the agencies and health facilities	Technical Assistance	17	19,744.00	15,425	335,048.00	262,225	92,445	92,445	42,445				42,445
3.3.14	Supplies for integrated health and nutrition outreach teams (CDK for 12,000 pregnant ladies, Deworming Tabs+ Multivitamin, Tab+ Iron Folic Acid + OIcs-Zinc, IEC material)	supplies for 30 mobile teams	30	3,840	3,000	115,200	90,000	40,000	40,000	30,000				10,000
3.3.15	Manufacturing needed	3,852 SAM Children	3,852	45	35	173,358	135,816	27,087	27,087	27,087				27,088
3.3.16	Children receiving MM supplements	42,700 Children (6-59 M)	42,000	0.60	0.47	25,387.52	19,834	3,967	3,967	3,967				3,967
3.3.17	LHWs receiving MM supplements	32,000 PLW	25,000	2.94	2.36	67,712.00	52,900	10,580	10,580	10,580				10,579
3.3.18	Orientation, updates and training of school committees on school health and nutrition and mapping of critical health services and referral pathways	71500 children reached and cost covered in above line items												
Output 3.3 Total										4,102,031	406,161	992,489	316,161	371,161
Personnel Costs										63,906	63,906	63,906	63,906	63,907
Operational Costs										816,993	163,399	163,399	163,399	163,399
GMS (7%)										523,073.12	104,614	104,614	104,614	104,615
Grand Total (Pillar 3)										1,913,031	1,689,800	1,395,240	1,340,909	1,095,566

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

4.1.1	Activity 1: Supporting the Government in formation and implementation of an appropriate Local Government system, delimitation of constituencies and capacity building of elected representatives and staff													
4.1.1.1	Establish Reform and Mainstreaming Cell in KP LG&RD Dept by Jan'19	Individual Consultants	3		4,361	12	156,279	39,070	39,070	19,535				39,070
4.1.1.2	Planning completed on Capacity Building, Infrastructure at tehsil and village level (PC-3), and village-level development profiling by Feb'19	Public Communication	1		7,800	1	11,155	11,155	11,155	1,950				3,900
4.1.1.3	Development of Civic and Voter Education Plan drafted and shared with LG&RD Feb'19	Individual Consultants	3		3,173	15	142,801	23,000	23,000	23,000				47,000
4.1.1.4	Rule of Business and Bylaws reviewed and revised by Mar'19	Individual Consultants	1		2,789	6	16,732	8,366	8,366	8,366				8,366
4.1.1.5	Local Government training manuals revised by Mar'19	Manual Book	3,000		6	19,224	19,224	19,224	19,224	19,224				19,224
4.1.1.6	Support for Local Government Elections as per election schedule (in co-lab with SCLP)	Individual Consultants	1		2,789	8	23,310	7,437	7,437	7,437				7,437
Implementation of capacity building plan (training and mentoring) of permanent staff of Local Councils and elected councilors/maims. Initiated by Jul'19										20,079	10,039	10,039	10,039	35,509
Support for Local Government Elections as per election schedule (in co-lab with SCLP)										142,034	35,509	35,509	35,509	35,509




4.1.1.7	4.1.1.8	4.1.2	4.1.2.1	4.1.2.2	4.1.3	4.1.3.1	4.1.3.2	Output 4.1 Sub-Total	390,418	78,084	78,084	78,084	78,084	78,084	78,084
Training	Individual Consultants	3,510	111	4,462	1	2,510	84,939	2,510	26,771,544	13,386	13,386	13,386	13,386	13,386	13,386
	Individual Consultants	3	4,462		1	84,939		84,939	964,266	140,953	228,795	228,795	228,795	228,795	228,795
	Activity 1 Sub-Total														
4.2	4.2.1	4.2.1.1	4.2.1.2	4.2.1.3	4.2.1.4	4.2.1.5	4.2.1.6	4.2.1.7	976,046	195,209	195,209	195,209	195,209	195,209	195,209
Awareness raising and public education on the reforms & integration process	Communication and civic education campaign on introduction of local government and reforms/merger.	500,000	2	970	15	1,019,709		1,019,709	7,277	7,277	7,277	7,277	7,277	7,277	7,277
	Individual Consultants	3	970		15	1,019,709		1,019,709	202,486	202,486	202,486	202,486	202,486	202,486	202,486
	Activity 2 Sub-Total														
4.3	4.3.1	4.3.1.1	4.3.1.2	4.3.1.3	4.3.1.4	4.3.1.5	4.3.1.6	4.3.1.7	10,000	5,000	5,000	5,000	5,000	5,000	5,000
Establishment of committees on the status of women at the district level	Assessment to be conducted by Apr'19	3	2,510		7	254,816		254,816	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	District Committees	7	84,939		1	84,939		84,939	66,724	66,724	66,724	66,724	66,724	66,724	66,724
	Activity 3 Sub-Total								2,548,855	-	-	-	-	-	-
	Output 4.1 Sub-Total								148,231	500,004	497,202	497,202	497,202	497,202	497,202
Output 4.2: IMPROVED PLANNING AND BUDGETING															
4.2.1	4.2.1.1	4.2.1.2	4.2.1.3	4.2.1.4	4.2.1.5	4.2.1.6	4.2.1.7	4.2.1.8	81,570	13,595	13,595	13,595	13,595	13,595	13,595
Provide support in analysis and integration of accounting and financial management framework (including pensions) in newly-merged districts.	NMD support unit established in KP-FO 4Q18	1	5,438		15	81,570		81,570	81,570	13,595	13,595	13,595	13,595	13,595	13,595
	Financial Integration Plan Designed, Endorsed and Executed by Feb'19	7	996		12	16,732		16,732	39,042	39,042	39,042	39,042	39,042	39,042	39,042
	Annual planning & budgeting cycle (2019/20) initiated for NMDs by Jan'19	7			3	93,600		93,600	31,200	31,200	31,200	31,200	31,200	31,200	31,200
	KP Integrated Financial Management Information System extended to NMDs 4Q19	3,000,000	0		3	222,096		222,096	44,619	44,619	44,619	44,619	44,619	44,619	44,619
	Pre-budget pooling practices scaled-up to 6 million population informing budget	20	11,155		1	6,693		6,693	5,856	5,856	5,856	5,856	5,856	5,856	5,856
	Capacity development at district level initiated by 3Q19	1	2,231		6	11,713		11,713	1,673	1,673	1,673	1,673	1,673	1,673	1,673
	Individual Consultants	1	1,952		6	3,346		3,346	62,400	62,400	62,400	62,400	62,400	62,400	62,400
	Individual Consultants	1	558		1	312,000		312,000	44,706	44,706	44,706	44,706	44,706	44,706	44,706
	District	33	9,455		1	266,238		266,238	32,500	32,500	32,500	32,500	32,500	32,500	32,500
	TA Support to KP Finance Department and Prime Minister Office.	1	195,000		1	195,000		195,000	282,285	282,285	282,285	282,285	282,285	282,285	282,285
	TA Support to Prime Minister Office.	1			1	197,820		197,820	335,549	335,549	335,549	335,549	335,549	335,549	335,549
	Office	1			1	1,396,042		1,396,042	197,820	197,820	197,820	197,820	197,820	197,820	197,820
	Output 4.2 Sub-Total								1,396,042	335,549	335,549	335,549	335,549	335,549	335,549
Output 4.3: IMPROVED ENVIRONMENT FOR ECONOMIC GROWTH															
4.3.1	4.3.1.1	4.3.1.2	4.3.1.3	4.3.1.4	4.3.1.5	4.3.1.6	4.3.1.7	4.3.1.8	265,852	44,309	44,309	44,309	44,309	44,309	44,309
Support socio-economic inclusion through: 1. Innovative consultation 2. Redefining, planning, launching, implementation and monitoring of Ten-Year Plan and 3. Integration with Sustainable Development Strategy	High-level technical assistance to KP Cabinet and PSD Dept to finalize NMD multi-year development planning initiated by Jan'19	4	5,417		13	246,493		246,493	41,082	41,082	41,082	41,082	41,082	41,082	41,082
	Consultation & process on planning including key stakeholders and experts initiated by Feb'19 and completed by Apr'19	1	3,346		15	50,197		50,197	8,366	8,366	8,366	8,366	8,366	8,366	8,366
	Individual Consultants	1	3,346		1	26,772		26,772	8,924	8,924	8,924	8,924	8,924	8,924	8,924
	Forums	12	11,944		8	167,532		167,532	27,887	27,887	27,887	27,887	27,887	27,887	27,887
	Individual Consultants	1	16,174		1	16,174		16,174	8,087	8,087	8,087	8,087	8,087	8,087	8,087
	Individual Consultants	1	26,772		1	26,772		26,772	13,386	13,386	13,386	13,386	13,386	13,386	13,386
	4.3.2	4.3.2.1	4.3.2.2	4.3.2.3	4.3.2.4	4.3.2.5	4.3.2.6	4.3.2.7	6,829	11,155	11,155	11,155	11,155	11,155	11,155
Communication on the planning process as per opportunities including launch activities;	Unembedded support provided to KP PSD by Feb'19;	1	4,462		15	6,829		6,829	8,366	8,366	8,366	8,366	8,366	8,366	8,366
	Individual Consultants	1	3,346		15	6,829		6,829	8,366	8,366	8,366	8,366	8,366	8,366	8,366
	Individual Consultants	1	3,346		1	8,366		8,366	8,366	8,366	8,366	8,366	8,366	8,366	8,366
	Individual Consultants	1	2,789		15	41,831		41,831	6,972	6,972	6,972	6,972	6,972	6,972	6,972
	Planning and feasibility (PC-I & PC-II) technical assistance to priority projects deployed by May'19;	50	3,346		1	107,222		107,222	33,464	33,464	33,464	33,464	33,464	33,464	33,464
	Feasibility Study	8	42,890		1	343,122		343,122	85,780	85,780	85,780	85,780	85,780	85,780	85,780
	Guidance & support around the design of the 9th NFC Award	2	4,462		6	53,543		53,543	26,772	26,772	26,772	26,772	26,772	26,772	26,772
	NFC technical assistance call deployed by Feb'19, provider research and technical input into provincial NFC case	2	4,462		6	53,543		53,543	11,155	11,155	11,155	11,155	11,155	11,155	11,155
	Workshops	1	11,155		1	140,251		140,251	64,698	64,698	64,698	64,698	64,698	64,698	64,698
	Output 4.3 Sub-Total								275,748	370,842	369,720	369,720	369,720	369,720	369,720
Output 4.4: IMPROVED EVIDENCE BASE FOR ECONOMIC AND DEVELOPMENT PLANNING THROUGH FEDERAL AND PROVINCIAL DATA REGIMES															
4.4.1	4.4.1.1	4.4.1.2	4.4.1.3	4.4.1.4	4.4.1.5	4.4.1.6	4.4.1.7	4.4.1.8	53,543	104,000	104,000	104,000	104,000	104,000	104,000
Provide support in conduct of surveys and collection of data on socio-economic indicators and investment environment	Technical support including design, prioritization, and analysis to survey extension.	2	4,462		6	53,543		53,543	26,772	26,772	26,772	26,772	26,772	26,772	26,772
	Operational or technological support as required (discussions not yet finalized)	1	312,000		1	312,000		312,000	104,000	104,000	104,000	104,000	104,000	104,000	104,000
	Output 4.4 Sub-Total								365,543	104,000	104,000	104,000	104,000	104,000	104,000
Output 4.5: SUPPORT TO IMPROVING INVESTMENT CLIMATE AND PRIVATE SECTOR ENGAGEMENT															
4.5.1	4.5.1.1	4.5.1.2	4.5.1.3	4.5.1.4	4.5.1.5	4.5.1.6	4.5.1.7	4.5.1.8	101,621	50,810	50,810	50,810	50,810	50,810	50,810
Investment Climate Assessment	Study	1	101,621		1	101,621		101,621	50,810	50,810	50,810	50,810	50,810	50,810	50,810
	Output 4.5 Sub-Total								101,621	50,810	50,810	50,810	50,810	50,810	50,810
Output 4.6: SUPPORT TO IMPROVING INVESTMENT CLIMATE AND PRIVATE SECTOR ENGAGEMENT															
4.6.1	4.6.1.1	4.6.1.2	4.6.1.3	4.6.1.4	4.6.1.5	4.6.1.6	4.6.1.7	4.6.1.8	104,000	130,772	130,772	130,772	130,772	130,772	130,772
Investment Climate Assessment	Study	1	101,621		1	101,621		101,621	50,810	50,810	50,810	50,810	50,810	50,810	50,810
	Output 4.6 Sub-Total								104,000	130,772	130,772	130,772	130,772	130,772	130,772


Total Programme Budget	5,771,764	-	621,709	1,307,942	1,413,062	994,007	1,434,952
Personnel Costs	662,038		110,340	122,925	122,925	122,925	182,925
Operational Cost	140,937		14,537	36,368	36,368	56,568	36,368
GMS (7%)	461,267		52,267.08	102,706.39	110,064.80	80,730.95	115,797.31
Outcome 4 Total	7,055,387		798,953	1,569,941	1,682,419	1,234,030	1,770,045
KPMD BUDGET SUMMARY							
Outcome 1 Total	1,062,860	201,029	230,966	160,440	160,440	160,440	148,935
Outcome 2 Total	19,930,579.0	751,000	3,752,021	5,515,556	4,840,198	3,323,703	1,747,200
Outcome 3 Total	7,995,546.3	-	1,013,031	1,609,800	1,956,240	1,340,909	1,095,566
Outcome 4 Total	7,055,387		798,953	1,569,941	1,682,419	1,234,030	1,770,045
Grand Total of KPMD "Joint Work Plan"	36,044,372	952,329	6,695,570	8,935,736	8,629,298	6,059,082	4,761,746

Note: These are the workplans currently. However budgets by pillar are larger than previously allocated in the business case and also need to reflect the additional role given to the KCO. In addition there are still some activities which are being discussed. Hence the costs in the workplans will be lowered to reflect this during implementation.

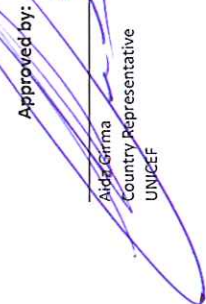
Approved by:



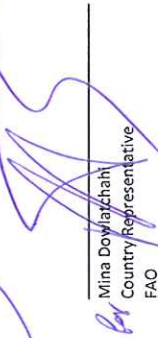
 Neil Buhne
 UN Resident Coordinator




 Jamsheed M Kazi
 Country Representative
 UNWOMEN



 Aida Girma
 Country Representative
 UNICEF



 Mina Doyalchah
 Country Representative
 FAO



 Ignacio Artaza
 Resident Representative (a.i)
 UNDP