COUNTRY PROGRAMME FOR PAKISTAN 2022-2025

Sustained Engagement for Continued Results Towards Security, Rule of Law, Drugs and Health Related Commitments in Pakistan

UNODC
United Nations Office on Drugs and Crime

UNODC
Project Document

(as of 2 December 2021)

Contents

1. Project information

1.1. General Information

Project Title	Country Programme Pakistan 2022-2025
Project number	PAKCP3
Estimated Start and End Dates	01/01/2022 to 31/12/2025 4 Years, 0 Month, 0 Days
Actual Start and End Dates	
Location	Pakistan
Subprogramme / Programme of Work	- Sub-Programme 1: Transnational Organized Crime and Border Management - Sub-Programme 2: Criminal Justice System and Legal Reforms - Sub-Programme 3: Drug Demand Reduction and HIV/AIDS - Sub-Programme 4: Preventing and Countering Terrorism
Project Manager /Head of Branch or Unit	Mr. Jeremy Milsom
Countries/Regions	Pakistan
Relevant SDG Goals, target(s) and SDG indicator(s)	3. Ensure healthy lives and promote well-being for all at all ages 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases 3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being 3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all 3.b Support the research and development of vaccines and medicines for the communicable

	and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all
	5. Achieve gender equality and empower all women and girls
	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
	5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
	8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
	10. Reduce inequality within and among countries
	10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies

	14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
	16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	16.1 Significantly reduce all forms of violence and related death rates everywhere
	16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children
	16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all
	16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime
	16.5 Substantially reduce corruption and bribery in all their forms
	16.6 Develop effective, accountable and transparent institutions at all levels
	16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels
	16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
	16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

	17. Strengthen the means of implementation and revitalize the global partnership for sustainable development
	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
Gender markers	GEM1 - Contributes to gender equality/women's empowerment in a limited way
Target group(s)	Ministries (MoFA, MOI, MNC, MoLAW, MoHR, NHSRC, MoFEPT, SAFRON, MoF) FBR-Customs, DRAP, PCG, PMSA, CAA, ASF, Rangers, Frontier Corp, LJCP, NH&MP, FIA, Pakistan PTA, Railway police, SBP-FMU, NAB, NLC, SECP, ARU, NACP, NACTA, EAD, Intelligence Bureau, ISI Provincial Departments (ETN, Frontier Constabulary and Levies, Home Dept., Police, Prison Judiciary, Reclamation and Probation, PACP, Health, Education, Social Welfare and Women, Labour, Legislatures Various civil society organizations
External partner(s)	Each Sub-programme may cooperate with various CSOs depending on the needs of each project.
Overall budget / Total project budget	USD 75,000,000

1.2. Executive summary of the project

The United Nations Office on Drugs and Crime (UNODC) Country Programme in Pakistan (COPAK) has developed this plan for the third phase of its engagement based on the progress and contributions made and lessons learned from phases I (2010-2016) and II (2016-2021, extended until 2021 due to COVID-19). It is an integrated country programme approach that builds on the One-UN ethos, enjoys the full support of the Government of Pakistan (GoP) and civil society, and will contribute to progress towards the Sustainable Development Goals (SDGs). It localizes the UNODC Strategy 2021-2025 to the needs and priorities of the Government of Pakistan and the Member States supporting the country. COPAK has proven to be flexible and adaptable, ensuring that programming meets the needs of Pakistan's wide array of stakeholders. UNODC is well-positioned to continue its engagement, as confirmed by an independent in-depth evaluation of UNODC programming in West and Central Asia[1], that found, "high levels of confidence in the results

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[1] Independent In-Depth Evaluation of UNODC Programming in West and Central Asia.
https://www.unodc.org/documents/evaluation/indepth-
evaluations/2021/Final_Evaluation_Report_UNODC_Programming_West_and_Central_Asia.pdf

of UNODC's work," "evidence of sustainability of change and institutional strengthening," and "evidence of high levels of trust between the Government of Pakistan and UNODC, with levels of coordination and communication particularly visible."

The threats of trafficking of illicit drugs and transnational organized crime, a fragile criminal justice system, international financial crimes, trafficking in persons and smuggling of migrants, cybercrime, terrorism, and the public health crises posed by drug use disorders and HIV/AIDS, all pose a challenge to sustainable and equitable development in Pakistan. Illicit activities present a real social, economic, and political threat, as the impact of criminality weakens social capital, limits economic development, compromises individual and public health, weakens citizen trust in judicial and governance systems and undermines gender equality. Terrorism can more easily take root and flourish in societies where basic elements of human security are weak.

UNODC's mandate to support the GoP and strengthen its ability to address the interconnected challenges of security, the rule of law, and health has resulted in a strong network of relationships and a reputation of providing needed expertise and evidence-based support to partners at multiple levels. This programme document provides detail on the strategy and vision for the third phase of engagement, at a vital time when GoP reforms can begin to be consolidated and upscaled. This very proposal for the next phase of engagement represents the results of partnership and ownership, as it was developed through a deeply consultative process increasingly driven by UNODC's government counterparts while still ensuring inclusiveness through an approach embedded in human rights, gender inclusivity, and disability inclusion. While the impact of the COVID-19 pandemic has been significant, coordination and consultation on this strategy for the next five years has been intense. A combination of consultations with government officials, independent subject matter experts, and international partners and donors has enabled a detailed analysis of the country's needs and the most suitable response options. This plan for the third phase of the Country Programme for Pakistan (CP-III) builds on past achievements, in order to support future progress.

1.3. Approvals

Party/Entity	Name/Title of Signatory	Date	Signature
Government of Pakistan	Dr. Syed Kaleem Imam, Federal Secretary, Ministry of Narcotics Control	30-12-21	_[signature]_
UNODC	Dr. Jeremy Milsom, Representative, UNODC Country Office Pakistan	19-12-21	_[signature]_

2. Problem and Situation Analysis

2.1. Problem Analysis

Pakistan ranks in the lowest positions in multiple development indexes, in terms of human development[2], rule of law[3], health[4], gender mainstreaming[5], etc. While Pakistan Vision 2025 acknowledges the country's endeavours in human and economic development, there are continuing security concerns stemming from the terrorist activities within and around Pakistan, conditioned by unstable border areas and evolving situation in Afghanistan following the withdrawal of international military forces/stabilizing forces and consequent takeover of the Taliban. While the consequences of these developing challenges are not yet clear, it is certain that UNODC's longstanding presence in Pakistan will be even more valuable in a region in flux. The following sub-sections describe the thematically interconnected issues and challenges facing Pakistan.

Transnational Organized Crime and Illegal Trafficking (UNODC Strategy Thematic Areas 2, 3, and 5)

Pakistan shares a 2,430 kms long porous border with Afghanistan that faces numerous serious TOC challenges. Illegal drugs and precursor chemicals comprise one lucrative part of this criminal dynamic in this border region. The porous border region also remains prone to smuggling of arms, ammunition, explosives and explosive precursors, counterfeit goods, illegal migrants, bulk cash, wildlife, cultural relics, and associated cybercrime. A nexus among various TOC groups generates an illegal economy that triggers instability and terrorism, and counterplays socio-economic development in Pakistan.

Pakistan is also a major destination, transit, and source country for Human Trafficking and Migrant Smuggling (HTMS), serving as a destination for women and children from Afghanistan trafficked principally for forced labour in the regions of Sindh and Khyber Pakhtunkhwa (KP). In addition, Pakistan is a major transit country for Afghans (approx. 2.2M), Bangladeshis, and Burmese (tot. approx. 1M) who then attempt irregular migration to Europe and Australia. The number of new arrivals of Afghan irregular migrants is anticipated to increase after the pull-out of international military forces from Afghanistan, given the cultural similarities and ties between the two countries. UNODC worked closely with the Federal Investigation Agency (FIA) to support the Prevention of Trafficking in Persons Act (TIP) and Prevention of Smuggling of Migrants Act (SOM), followed by the approval by the Federal Cabinet in January 2021.

Effective Border Management (Thematic Areas 1, 2, 3, 4, 5)

Closely related to illegal trafficking and TOC is the issue of border management, and the need for professional capacities and consistent border management institutions using effective and

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[2] UNDP Human Development Report for Pakistan
https://www.pk.undp.org/content/pakistan/en/home/presscenter/pressreleases/2021/undp_s-pakistan-national-human-development-report-on-inequality-.html
[3] *World Justice Project, Rule of Law Index 2019*. Available at
https://worldjusticeproject.org/sites/default/files/documents/Pakistan%20-%202020%20WJP%20Rule%20of%20Law%20Index%20Country%20Press%20Release.pdf
[4] Iliyas, Faiza. "Pakistan Ranked 149th in UN Health Goals." *Dawn*. September 23, 2016. Available at
https://www.dawn.com/news/1285528
[5] *Global Gender Gap Report 2021*. World Economic Forum. March 2021. Available at:
http://www3.weforum.org/docs/WEF_GGGR_2021.pdf

innovative approaches. The mountainous and sparsely populated terrain of these border regions make the country especially vulnerable to trafficking activities.

Criminal Justice System (Thematic Area 5)

The criminal justice system of Pakistan is facing complex and multiple challenges. Outdated legal frameworks, capacity issues, and resource constraints, as well as the system's inefficiencies are a drain on resources and hinder results. Crimes involving violence against women are among the most under-reported, and the least likely to end in conviction. There has been progress made through professional development activities and improved training among LEAs, yet investigation of crime and related evidence collection do not always meet the procedural or quality standards needed to support effective prosecution. Accountability is inconsistent, which feeds the lack of trust among citizens.

Corruption (Thematic Area 3)

Pakistan is ranked 124th out of 180 countries in an annual index of perceptions of corruption[6]. Corruption erodes democratic institutions and erodes the foundation of democratic institutions by distorting electoral processes, perverting the rule of law, and creating bureaucratic quagmires. It negatively affects development because government resources are diverted from vital sectors such as health and education.

Drug Use (Thematic Area 1)

According to the 2013 National Drug Use Survey, approximately 6% of the population, or 6.7M people (men 5.2M and women 1.5M), had used a controlled substance (including misuse of prescription drugs), in the previous year. Cannabis was the most used drug, with 3.6% of the population (men 3.5M and women 0.1M) reporting use. The number of people who inject drugs (PWID) was estimated at 430K nationwide. About 4.25M drug users in Pakistan required structured intervention for treatment of their drug use disorder. The highest prevalence overall of any form of drug use was identified in KP, while Balochistan showed the highest prevalence of opiate users, and Punjab the highest number of drug users and PWID. Effective and widespread treatment is hampered by the broader set of challenges facing the public health sector. Women and youth under the age of 18 who use drugs are less likely to receive treatment than men, while the COVID pandemic is adding further strain on to public health systems and hospitals.

HIV/AIDS and other Blood Borne Diseases (Thematic Area 1)

The National Drug Use Survey estimated that among the PWID, 73% share needles/syringes, increasing the risks of HIV and other bloodborne diseases. COPAK has provided a significant contribution in understanding the extent of the challenges. Access to health services remains limited in prisons; injection drug use within prisons was reported by 12.3%, and overall HIV prevalence across five different prisons was 2.3%, considerably higher than the overall national prevalence of HIV among adults (less than 0.1%).

Terrorism (Thematic Area 4)

Pakistan has suffered greatly from terrorism-related incidents, making the country the 5th in the world in terms of the states most affected by terrorism[7], and the 7th most affected country, based

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[6] Corruption Perception Index, https://www.transparency.org/en/cpi/2020/index/nzl
[7] *2019 Global Terrorism Index*. Available at https://www.visionofhumanity.org/maps/global-terrorism-index/#/

on incidents, fatalities, injuries, and property damage. Independent academic studies confirm the overwhelmingly negative impact of terrorism towards the country, in terms of repercussions on the economy and social impacts. The impact of the military withdrawal from Afghanistan has potential to bring unseen consequences to these already challenging dynamics, such as rise of incidents in the country and its borders. Pakistan's National Internal Security Policy (NISP) and the National Action Plan aim at countering this threat, with the National Counter Terrorism Authority (NACTA) having been revitalized to be more effective. Preventive activities are also underway, often from the bottom up, and including through engaging women and young people to raise awareness and counter the drivers of radicalization and violent extremism.

Impact of COVID-19

The impact of the pandemic on public health and economy has caused significant shock. Some 56.6% of Pakistan's population has become susceptible to becoming multidimensionally vulnerable. During the lockdown, 20.6M workers lost their jobs and 6.7M lost incomes[8]. Increased poverty and other vulnerabilities can cause people to turn to negative coping mechanism including drug use, with instances that involve both women and children facing increased exploitation and violence at home.

UNODC Engagement in Pakistan – Sustained Engagement for Sustained Results

UNODC has had a presence in Pakistan for more than three decades and switched from an ad-hoc project management to a multi-year Country Programme (CP) from 2010 (CP I), with CP II then running from 2016-2021. This strategic design shift was important in facilitating a holistic approach to the country's evolving challenges, and a step forward in harmonization with regional and global UNODC initiatives, and effort that was also praised in the 2020/21 independent in -depth cluster evaluation of UNODC Programming in West and Central Asia. The recently launched UNODC Strategy 2021-2025 provides a broad foundation for engagement, keeping in view the strategic commitments in mandated thematic areas and support of human rights, gender mainstreaming, inclusion, and access for people with disabilities. This programme document was also developed in close cooperation with the UNODC Regional Programme for Afghanistan and Neighbouring Countries (RPANC), which is also entering its third phase of strategic work. This will ensure an integrated approach to mandate implementation. CPIII (2022-2025) will localize the UNODC Strategy through the implementation of the following Sub-Programmes:

Sub-Programme 1: Transnational Organized Crime and Border Management (Thematic Areas 1,2,3,4,5)
Support multiple LEAs to enhance their capacities in integrated border management and cybercrime, to prevent, investigate, and interdict the flow of contraband products and trafficked humans through the land and maritime borders, as well as in cooperation process with criminal justice institutions and civil society to prosecute perpetrators and protect victims of human trafficking and migrant smuggling effectively and efficiently.

Sub-Programme 2: Criminal Justice System and Legal Reforms (Thematic Areas 3, 5)
Strengthen accountability, ability, and effectiveness of LEAs, criminal justice, legal, and financial institutions to improve prosecution and adjudication processes, prison management and transformation, accountability against corruption, as well as international cooperation in implementing anti-money laundering strategies and frameworks.

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[8] *One UN Pakistan Annual Report 2020*, p. 5; Pakistan Bureau of Statistics (2020). *Special Survey for Evaluating the Socio-Economic Impact of COVID-19*. Islamabad: Government of Pakistan. Available at https://www.pbs.gov.pk/sites/default/files//other/covid/Final_Report_for_Covid_Survey_0.pdf

Sub-Programme 3: Drug Demand Reduction and HIV/AIDS (Thematic Area 1)
Implement multisectoral response to ensure availability of evidence-based drug dependence treatment services by enhancing community-level, youth focused prevention interventions, as well as fostering evidence-based HIV prevention, treatment, and care services to people who inject drugs in communities and prisons.

Sub-Programme 4: Preventing and Countering Terrorism (Thematic Area 4)
Support investigative and judicial institutions to improve counterterrorism criminal justice processes, legal and institutional frameworks, and international cooperation, as well as strengthen ability and coordination of State authorities and communities to counter terrorist financing, protect and assist victim of terrorism, and prevent and counter violent extremism.

2.2. Stakeholder analysis and capacity assessment

A wide variety of local stakeholders, including government counterparts and civil society organizations, have worked with COPAK in Phases I and II, and have been involved in developing the plans for Phase III. The following is a summary of the key institutional and government partners with whom COPAK will continue to work:

- Ministry of Narcotics Control
o ANF
- Ministry of Finance, Revenue, and Economic Affairs
o Federal Board of Revenue (FBR)
o Pakistan Customs
- Ministry of Defence
o Airport Security Force (ASF)
o Pakistan Maritime Security Agency (PMSA)
- Ministry of Law, Justice and Human Rights:
- Ministry of Women's Affairs
- Provincial home departments
o Home and Tribal Affairs Department of Balochistan
o Home and Tribal Affairs Department of KP
o Home Department, Government of Sindh
o Home Department, Government of Punjab
o Home Department, Gilgit-Baltistan
- Supreme Court of Pakistan
- Ministry of Federal Education and Professional Training /Provincial Education Departments
- Ministry of National Health Services, Regulation and Coordination
- National Accountability Bureau
- Commissionerate for Afghan Refugees
- Various Civil Society Organizations

These various stakeholders have made progress in their awareness of, and practical application of knowledge, skills, and abilities gained through sustained UNODC engagement grounded in evidence-based good practice and international standards and practice. The following is a summary of the continuing and ongoing needs of these partners, in order to consolidate gains in support of lasting sustainability:

- Continued and advanced support in police and investigative techniques, including forensics and effective police/prosecutor communications

- • Continued and advanced support in financial crimes, international standards and practices, IT and investigative tools, and cybercrime practices and countermeasures
- • Continued and advanced support in e-Learning, including module development, integration into existing professional development curricula, improvement operation of eLearning center, improved availability of module online, and improved testing, assessment and certification measures
- • Continued and advanced support in DDR based on the health model, including the research related to effective substance use prevention, the scientifically driven implementation of drug use disorder treatment that is accessible and ensuring access to the essential controlled medicines and their rational use in the healthcare system.
- • Improvement in skills needed to upscale the Families Skills programmes that are emerging as a key element of prevention, including effective work with community actors and higher-level policy officials
- • Ongoing improvement in awareness of international standards in support of inclusion, and strategies to engage more women, girls, minorities, LGBTQI person and persons with disabilities
- • Support in how to more effectively used the Internet/social media to develop effective and engaging awareness raising and outreach campaigns, on topics ranging from corruption to terrorism prevention to public health
- • Support in using state of the art techniques in data collection, data input, and data analysis, to inform evidence-based policymaking

Professional development in support of these needs will continue through a variety of methods, including in-person workshops and seminars, eLearning modules, and improvement of institutional pre-service and in-service instruction.

2.3. Evidence Used

CP III was developed through extensive consultation, document review, and expert deliberation, stretching from mid-2020 through mid-2021. In the course of preparing this proposal for Phase III, COPAK has consulted with Government Counterparts, Agencies, and CSOs. Based on both targeted planning consultations and ongoing working relationships, the following counterparts have contributed to the development of this proposed strategy for CP-III:

- • Ministry of Narcotics Control
- o ANF
- • Ministry of Finance, Revenue, Economic Affairs, Statistics and Privatisation
- o Federal Board of Revenue (FBR)
- o Pakistan Customs
- • Ministry of Defence
- o Pakistan Maritime Security Agency (PMSA),
- • Ministry of Law, Justice and Human Rights:
- • Ministry of Women's Affairs
- • Provincial home departments
- o Home and Tribal Affairs Department of Balochistan
- o Home and Tribal Affairs Department of KP
- o Home Department, Government of Sindh
- o Home Department, Government of Punjab
- o Home Department, Gilgit-Baltistan
- • Supreme Court of Pakistan
- • Ministry of Federal Education and Professional Training /Provincial Education Departments
- • Ministry of National Health Services, Regulation and Coordination

- National Accountability Bureau
- Commissionerate for Afghan Refugees
- Civil Society Organisations

In addition, COPAK has reviewed a substantial number of documents, including UNODC's own work and external reports:

- GoP documents such as the National Anti-Narcotics Policy 2019, Pakistan 2025 One Nation - One Vision, National SDGs framework for Pakistan as well as other strategies, and reports
- Final Independent Cluster Evaluation of UNODC Programming in West and Central Asia (2021) and the 2021 Report on the Country Programme Pakistan, as a part of the In-Depth Cluster Evaluation
- Findings from the 2013 UNODC National Drug Use Survey, and preparatory documents associated with the Drug Use Survey to be conducted in Phase III
- Review of Regional Programme (RP) for Afghanistan and Neighbouring Countries documentation, and coordination with the RP team to identify future-oriented priorities and coordination opportunities
- Review of other UN programmes, including the Global Container Control Programme (CCP), the Paris Pact Initiative (PPI), the Afghan Opiate Trade Project (AOTP), UNODC- World Health Organization Programme on Drug Dependence, Treatment and Care, HIV/AIDS Prevention Programmes (clarify), and other initiatives.

In addition, and in light of the impact of COVID-19 on programming and related financing globally, in 2021 COPAK initiated a targeted donor analysis exercise to better understand donor priorities and potential in the forthcoming period (this is explained more in the section on Resource Mobilization below.)

Discussions on the needs and priorities in Pakistan were assessed against regional developments, the evolving situation in Afghanistan, improvements being made to the RPANC, and UNODC's strategy 2021-2025. A SWOT exercises aimed at further development an understanding of strengths, weaknesses, opportunities, and threats were held with COPAK staff. These findings were then incorporated into the CPIII programme document and then shared with the Interdivisional Task Teams (IDTTs) for review, comment, and finalisation.

Two multi-year phases of integrated programming have demonstrated that this approach facilitates local ownership, provides opportunities to engage with the GoP and other stakeholders, and contributes to sustainability by better linking programmatic efforts with federal and provincial institutions. It also facilitates relationships and coordination with other international actors and donors, and places the challenges being targeted by programming into the broader situational context. Phase III will build on this foundation, while at the same time positioning itself to address the long-term impact of the COVID-19 pandemic on the country and its people and ensuring readiness of response to a region influx.

2.4. Uptake of Recommendations & Lessons Learned

The Final Independent In-Depth Cluster Evaluation of UNODC Programming in West and Central Asia conducted in 2020 and finalized in 2021 included a dedicated report on the work of COPAK, including recommendations. While COVID-19 limited the possibility for in-depth travel and field work, a wide range of stakeholders were consulted. The full Country Report provides a thorough review of this independent exercise. The following are highlights that informed the development of this programme document:

- **Relevance**: COPAK's work is timely, appreciated by the GoP, and needed. However, moving forward an even greater focus on impact and sustainable change would strengthen UNODC's work. This has been built into the programme design and monitoring framework.
- **Coherence**: COPAK's engagement with the RPANC and other UN/UNODC initiatives was noted, as was the need to continually improve and streamline engagement. The One UN Approach marks real progress, and UNODC's own assessment of situational development in West and Central Asia will further enhance the future work in a region undergoing major flux in mid-2021.
- **Effectiveness**: Based on both the evaluation and ongoing COPAK reflection, the greater harmonization of work in the region, together with more direct links with the SDGs and the Five Thematic Areas, will enhance effectiveness of country initiatives that have been clearly noted in the Cluster evaluation. The planned National Drug Use Survey will also address a recommendation from the evaluation team in support of up-to-date evidence in support of policies and programmes.
- **Efficiency**: The evaluation report praised the use of country trainers and training modules that both build capacity while reducing the dependence on international experts. This will continue.
- **Impact**: Impact has been clearly acknowledged (for example, on FATF). As noted, Phase III will further integrate impact-oriented programming and monitoring, while at the same time being realistic in terms of the regional strategic developments in 2021 and beyond that could have a substantial impact on COPAK's operating environment.
- **Sustainability**: Increasing engaging local stakeholders in the planning and implementation processes contributes to sustainability, as does the adoption of appropriate legislative frameworks. While there are concerns about the impact of high turnover among local staff counterparts, the institutionalization of training can help to address this reality.

3. Project strategy

3.1. Logical framework

	Indicators	Risks
Objective: 1: Strengthened ability of the Government of Pakistan to address the interconnected challenges of security, the rule of law, and health through an integrated approach embedded in human rights and including disadvantaged, marginalized or vulnerable populations **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** Country Office Pakistan	**Indicator**: a: Improved Pakistan's resilience to TOC, as measured by the Global Organised Crime Index **Means of Verification:** - The GOP/other counterparts surveys, research and reports - Global organized crime Index **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: Average resilience = 4.00 **Target**: Improvement in average resilience **Interim targets:** **Indicator**: b: Percentage decrease in number of overall crimes **Means of Verification:** - GOP Statistics and records **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 786339 recorded crimes – National Police Bureau, Ministry of Interior (2019) **Target**: 1% decrease in overall crime rate **Interim targets:**	**Risk:** Changes in Government priorities **Impact:** HIGH **Mitigation Plan:-** Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points **Risk:** Global socio-economic impact of COVID-19 increases transnational organized crime **Impact:** MEDIUM **Mitigation Plan:** -Enhance outreach of partner government and stakeholders on the link between TOC and weakened security/human security to encourage commitment to RP implementation

	Indicator: c: Improved Security situation across Pakistan **Means of Verification:** - Global terrorism database - Global Peace Index (GPI) - Country report on terrorism - Annual CT criminal database/statistics **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 79 as per Global Cyber Security Index **Target**: Global security raking improved by 5 ranks **Interim targets:** **Indicator**: d: Percentage of population injecting drugs nationwide who has access to drug dependence treatment **Means of Verification:** - GOP Statistics and records **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 6% of estimated population who inject drugs nationwide (2013) **Target**: 40% increase in structured drug dependence treatment services **Interim targets:** **Indicator**: e: HIV prevalence in Pakistan among adults aged 15-49 years (%) **Means of Verification:** GOP Statistics and records **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.2 [0.1-0.2] HIV prevalence in Pakistan **Target**: Decrease in HIV prevalence across Pakistan below 0.2 **Interim targets:**	- Enhance outreach to donors on the link between TOC and weakened security/human security to encourage commitment to RP support **Risk:** Overall security situation in the country **Impact:** HIGH **Mitigation Plan:** - Ensure risk management is built into programme - Work closely with Government and other UN agencies to devise alternative plans
Outcome SP1 – Sub-programme 1: Effective legal frameworks information collection and sharing procedures, profiling, interdiction, investigation and prosecution capacities against various transnational organized crime, while supporting cross-border and regional cooperation **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** Outcome 1 Team	**Indicator**: a: Improved response to counter drug trafficking, HT/MS, cybercrime and other TOCs across Pakistan in line with international standards and best practices **Means of Verification:** Government/other counterparts research and reports, policies and reviews **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1: Drug Trafficking 58,345 drug interdiction cases registered, and 63,377 persons arrested (2019) 2: Trafficking/diversion of precursor chemicals National precursor management system (NPMS) automated, for smooth issuance of quotas to import precursor chemicals for legal industrial use (2020) 3: TiP/SoM	**Risk:** Changes in Government priorities **Impact:** HIGH **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points **Risk:** Global socio-economic impact of COVID-19 increases transnational organized crime **Impact:** MEDIUM **Mitigation Plan:** -Enhance outreach of partner government and stakeholders on the link between TOC and weakened

	Enactment of national laws on TIP and SOM (2018), approved TIP and SOM Rules (2021) 4: Cybercrime A baseline study on cybercrime conducted by COPAK (2019) **Target**: 1. 5% (61,262) increase in number of registered cases and arrests (66,546) (2025) 2. Improved real-time monitoring mechanisms and reduced cases of diversion of precursor chemicals (2025) 3a: Migrants' database available (2025) 3b: Sustainable platform available to facilitate victims of TOC (2025) 4a: Advanced techniques adopted by the LEAs during their regular activities (2025) 4b: 5% of target population received awareness against cybercrime **Interim targets:**	security/human security to encourage commitment to RP implementation - Enhance outreach to donors on the link between TOC and weakened security/human security to encourage commitment to RP support **Risk:** Lack of interest and agreement among relevant GoP departments to work together **Impact:** MEDIUM **Mitigation Plan:** -Inclusion of all stakeholders from platforms of Strategic Oversight Committee and Thematic Expert Groups will facilitate programme buy-in and ownership amongst stakeholders - Pro-active engagement with government counterparts to effectively communicate UNODC strategy **Risk:** Lack of/ declining support from Government counterparts due to COVID impact **Impact:** MEDIUM **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points **Risk:** Overall security situation in the country **Impact:** HIGH **Mitigation Plan:** -Maintain close coordination with the local and national government as well as with communities, human rights and environmental groups to calibrate the scope and pace of cooperation - Ensure risk management is built into all programme activities and related budget documents (e.g., conferences and trainings which have to be held outside of high – risk areas) - Strengthen in-house capacity/facilities to implement programme from secured locations - Ensure flexible arrangements for staff and accommodations in risk prone areas.

		- Continue to improve remote work methods initiated during COVID-19 to ensure additional resilience in the event of restrictions on freedom of movement in the field - Work closely with UNDSS on each non-remote in situ event - Maintain security budget in support of a regular operating environment and heightened risks
Output SP1.01 – Outcome 1.1: Pakistan's border management with Afghanistan and Iran, and Pakistan's coastline management are improved to better prevent and counter drug trafficking, smuggling and other Transnational Organized Crime **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of mechanisms introduced/strengthened to counter TOC **Means of Verification:** - The GOP/other counterparts research and reports - Multi-agency CN data collection and analysis software - Support placement of ANF's Drug Liaison Officers in Iran and Afghanistan - Guidance document developed on the handling of stateless and unflagged vessels for disrupting drugs and contraband trafficking - eLearning modules translated in local languages - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 3.00 **Target**: 5.00 **Interim targets:** **Indicator**: b: Number of reports generated and disseminated by ANF through multi-agency CN Data Collection and analysis software **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:** **Indicator**: c: Extent to which counterparts applied knowledge and skills to their workplace **Means of Verification:** - Training assessments, and training evaluations **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline exists **Target**: Advanced techniques adopted by UNODC's trained professionals in their routine work, to prevent and counter drug trafficking, smuggling of various kinds and other TOC, disaggregated by M/F and persons with special needs **Interim targets:**	**Risk:** Equipment procurement and delivery delayed due to unforeseen international development vis-à-vis Pakistan and Pakistani counterparts. **Impact:** HIGH **Mitigation Plan:** -Maintain coordination with the relevant government counterparts to agree on the process of tax exemption and forensic examination of all the equipment **Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** MEDIUM **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19.

		Risk: The GOP does not involve COPAK to strengthen the policy framework on counter-narcotics due to its sensitivities **Impact:** MEDIUM **Mitigation Plan:** -Pro-active engagement with government counterparts to effectively communicate UNODC strategy and donor priorities - Continue to work closely with government counterparts and Programme Governance Committee **Risk:** Training packages not delivered on time due to lack of agreement between UNODC, international donors and national counterparts **Impact:** MEDIUM **Mitigation Plan:** -Pro-active engagement with government counterparts to effectively communicate UNODC strategy and donor priorities - Adopt alternate means of delivering such as online training with the concerned stakeholders
Activity SP1.01.01 – Output 1.1.1: Positioning and interoperability of the Anti-Narcotics Force, Pakistan Customs, and other members of interagency task forces along key trafficking routes strengthened **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of national Integrated Border Management (IBM) conferences facilitated among members of various Inter Agency Task Forces (IATFs) to analyze the current and emerging trends of drug trafficking, smuggling and other TOC **Means of Verification:** - GOP correspondence, minutes and reports - IBM conference reports - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 5.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Number of Tabletop Exercises (TTXs) conducted for relevant maritime law enforcement agencies (LEAs) resulting in a developed action plan, highlighting gaps and recommendations **Means of Verification:** - GOP correspondence, minutes and reports - TTX reports - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:**	

	Indicator: c: Number of facilities constructed, and support provided to strengthen deployment of the border LEAs along strategically important land routes and coastline **Means of Verification:** - GOP correspondence, minutes and reports - Construction sites, Maps, BOQs - Equipment hand-over notes - M&E databases, tools and reports - 3 ANF Police Stations (permanent structures) in Torkham, Loralai, Jiwani and other suitable locations (subject to provision of land by the ANF) - Permanent construction of RD ANF Balochistan complex - 1 CN Border Liaison Office (BLO) (permanent structure) at Chaman border (subject to provision of land by the ANF) - 1 CN BLO in Taftan - Infrastructure support and provision of equipment for operationalizing ANF's new Coastal Regional Directorate (RD) in Gwadar - 20 KVA solar systems for ANF police stations in Gwadar and Pasni **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 7.00 **Target**: 5.00 **Interim targets:** **Indicator**: d: Number of Multi-Agency CN Data Collection and Analysis Softwares for interfacing and web-based data entry by all IATF members, followed by data compilation, analysis and reporting by the ANF **Means of Verification:** - GOP correspondence, minutes and reports - Completion report - ANF reports - Handover ceremonies - Surveys and interviews - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: e: Number of IATF member LEAs using Multi-Agency CN Data Collection and Analysis Software **Means of Verification:** - GOP correspondence, minutes and reports - Completion report	

	- Recommendations and gaps analysis reports - Surveys and interviews - M&E databases, tools and donor reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:**	
Activity SP1.01.02 – Output 1.1.2: Law enforcement agencies interdiction, investigation, case preparation, and prosecution capabilities enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of law enforcement officials trained annually to mainstream human rights into the law enforcement (LE) practices and procedures (disaggregated by sex and persons with special needs) **Means of Verification:** - GOP correspondence, minutes and reports - Training material, assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2000.00 **Interim targets:** **Indicator**: b: Percentage average knowledge gains in UNODC assisted specialist training workshops **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 32.00 **Target**: 52.00 **Interim targets:** **Indicator**: c: Number of specialist training curriculum modules developed **Means of Verification:** - GOP correspondence, minutes and reports - Training modules - M&E databases, tools and reports - Money Laundering Investigations - Prosecution of Drug Offences **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:** **Indicator**: d: Number of guidance documents developed on the handling of stateless and unflagged vessels for disrupting drugs and contraband trafficking **Means of Verification:** - GOP correspondence, minutes and reports - Training guide	

	- M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: e: Number of eLearning training modules localized at existing eLearning centers into Urdu language **Means of Verification:** - GOP correspondence, minutes and reports - Customised training modules - M&E databases, tools and reports - Safe Handling and Disposal of Chemicals (240 minutes course covering 4 modules) - Estimates of Annual Legitimate Requirements for importing precursor chemicals (140 minutes course covering 3 modules) - Security Document Examination (4 modules) - Wildlife and Forest Crime (2 modules) - Organized Crime (1 module) - Combating the Financing of Terrorism (2 modules) **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 8.00 **Target**: 16.00 **Interim targets:** **Indicator**: f: Number of initiatives undertaken to expand the ANF Academy **Means of Verification:** - GOP correspondence, minutes and reports - Construction sites, Maps - Inauguration ceremonies - Media Highlights/web stories - M&E databases, tools and reports - upgradation of ANF Academy's eLearning centre with the provision of 20 latest computers and associated equipment - ANF Academy's access to online UNODC Global eLearning platform, with 140 training modules on various relevant subjects **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 2.00 **Interim targets:** **Indicator**: g: Number of need-based operational equipment provided to the LEAs	

	Means of Verification: - GOP correspondence, minutes and reports - Equipment handover notes - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: - Provided Night Vision Devices (NVGs) to the ANF (2015) - Provided five Progeny ResQ Handheld Raman Analyzers to the ANF (2017) - Revised 35 basic and specialized training curriculum modules of the ANF Academy (2020) **Target**: - Enhance ANF's mobility for better operational preparedness by providing 20 x high-speed petrol vehicles (more than 2000 cc) to ANF in Balochistan and 10 x suitable vehicles to ANF in other locations - Provide the following specialized equipment to the ANF and other Pakistani LEAs: - Handheld See-Through X-Ray scanner (ANF) - Handheld chemical analyzers to the ANF, Pakistan Customs and the PCG - Install 10 x X-Ray Container Scanners at border crossing points and sea/dry ports - Advanced level Night Vision Goggles (NVGs) to the ANF, Pakistan Customs and the PCG - 600 Work Life Jackets to PMSA, PCG, Pakistan Customs and the ANF - Pocket size Acetic Anhydride testing kits to the ANF, Pakistan Customs, PCG, PMSA and the Excise, Taxation & Narcotics-Control (ETN) departments of KP, Balochistan and Sindh provinces **Interim targets:**	
Activity SP1.01.03 – Output 1.1.3: Pakistan's bilateral, regional, and international cooperation promoted to ensure effective border management and TOC prevention **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of counterparts facilitated to participate in TTX in Sri Lanka, to discuss national interagency cooperation models **Means of Verification:** - GOP and regional counterparts' correspondence - TTX Report - M&E databases, tools and reports - Participation of 5 potential trainers from different counterparts in TTX **Interval**: 01/12/2021 - 31/12/2022 **Baseline**: 0.00 **Target**: 4.00 **Interim targets:** **Indicator**: b: Number of LEAs represent in Southern Route Partnership (SRP) events	

	under UNODC's Indian Ocean Forum on Maritime Crime (IOFMC)	
	Means of Verification: - GOP and counterparts' correspondence	
	- Meeting reports	
	- M&E databases, tools and reports	
	- ANF and Pakistan Customs representation in SRP	
	Interval: 01/12/2021 - 31/12/2025	
	Baseline: 0.00	
	Target: 2.00	
	Interim targets:	
	Indicator: c: Extent to which knowledge has increased from study tour to Regional Maritime Information Fusion Centre (RMIFC) Madagascar and the Regional Narcotics Interagency Fusion Cell (RNIFC) Bahrain	
	Means of Verification: - Training assessments, and training evaluations	
	- M&E databases, tools and reports	
	Interval: 01/12/2021 - 31/12/2022	
	Baseline: 0	
	Target: Target: 20% average knowledge gains against the baseline	
	Interim targets:	
	Indicator: d: Number of potential trainers of maritime LEAs trained to practically apply Visit, Board, Search and Seizure (VBSS) techniques linked with up to date and accurate target information and tactics, techniques and procedure of maritime criminals and drug traffickers in the region (disaggregated by sex and persons with special needs)	
	Means of Verification: - GOP and counterparts' correspondence	
	- Training report	
	- Training assessments and training evaluations	
	- M&E databases, tools and reports	
	Interval: 01/12/2021 - 31/12/2022	
	Baseline: 0.00	
	Target: 5.00	
	Interim targets:	
	Indicator: e: Number of potential trainers of maritime LEAs trained to practically apply bulk carrier search techniques linked with up to date and accurate target information and tactics, techniques and procedure of maritime criminals and drug	

	traffickers in the region (disaggregated by sex and persons with special needs) **Means of Verification:** - GOP and counterparts' correspondence - Training report - Training assessments and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:** **Indicator**: f: Number of events facilitated by UNODC to strengthen networking between the ANF and other regional international counterparts **Means of Verification:** - GOP and counterparts' correspondence, minutes (TI, SOM, MMs, RIWGP, CARICC, FATF) and reports - Activity report - M&E databases, tools and reports - Media Highlights/web stories - Report on international seminar in Islamabad focusing 'Emerging Trends of Illicit Drugs', with participation by various national and international counterparts **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 3.00 **Target**: 7.00 **Interim targets:** **Indicator**: g: Number of Pak-Afghan IBM workshops organized for mutual discussion and joint measure against drug trafficking; TIP and SOM; smuggling of commercial goods and other contraband items **Means of Verification:** - GOP and counterparts' correspondence, minutes and reports - IBM report - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 3.00 **Target**: 2.00 **Interim targets:**	
Activity SP1.01.04 – Output 1.1.4: Centres of excellence for joint training and administrative support are developed and supported **Org. Unit Responsible:**	**Indicator**: a: Extent to which advanced eLearning facilities are installed and deployed **Means of Verification:** - The GOP correspondence, minutes and reports - Upgraded eLearning modules and facilities - Equipment handover notes	

13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	- M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: - 11 new eLearning centres established, and 3 existing eLearning were expanded with providing latest equipment and eLearning modules at ANF, Customs, FIA, Punjab Police, KPK Police, Islamabad Police and Sindh Judicial training centres. (2016-19) **Target**: - Deploy and install an Online eLearning Server in Pakistan - Upgrade eLearning modules on CN - Establish an interagency eLearning facility at the ANF Regional Directorate Karachi - Upgrade existing eLearning Centre of the PMSA in Karachi **Interim targets:** **Indicator**: b: Number of CN Training Commandants Conferences facilitated to promote the ANF Academy as the 'Regional Centre of Excellence' **Means of Verification:** - GoP correspondence, minutes and reports - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 3.00 **Target**: 2.00 **Interim targets:** **Indicator**: c: Number of facilities established to enhance ANF's capacity to deploy narcotics-sniffer dogs for interdicting drug trafficking **Means of Verification:** - GoP correspondence, minutes and reports - Construction sites, Maps and BOQs - Equipment hand-over notes - M&E databases, tools and reports - 01 Canine Breeding and Training Centre (Permanent Structure) in Rawalpindi **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**
Activity SP1.01.05 – Output 1.1.5: Policy and regulatory regimes against trafficking, smuggling and diversion improved	**Indicator**: a: Number of IATF seminars, roundtable conferences and interagency meetings conducted with UNODC assistance, both logistical and technical **Means of Verification:** - The GoP and IATF correspondence, minutes and reports - Media Highlights/web stories

Org. Unit Responsible: 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	- M&E databases, tools and reports - IEC Material **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:** **Indicator**: b: Number of research studies to analyse trends, patterns and magnitude of illicit financial flows (IFFs) related to illicit drug trafficking and other TOC including cybercrime **Means of Verification:** - The GoP correspondence, minutes and reports - Research report - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: c: Number of LEAs and Govt. official facilitated to participate in various international events **Means of Verification:** - The GoP correspondence, minutes and reports - Media Highlights/web stories - ANF's participation in annual Commissions on Narcotics Drugs (CND), meetings of Heads of National Drug LEAs, Asia and the Pacific (HONLAP), Sub-commission on Illicit Drug Traffic and Related Matters in the Near and Middle East and Paris Pact Initiative (PPI) meetings - GoP's participation in sessions of the United Nations Convention against Transnational Organized Crime (UNTOC) forum, to review the provisions of the protocol against the 'Illicit Manufacturing of and Trafficking in Firearms, their Parts and Components and Ammunition' (the Firearms Protocol); and support strengthening of Pakistan's legal framework **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 8.00 **Target**: 6.00 **Interim targets:**	
Activity SP1.01.06 – Output 1.1.6: Public-private partnerships for an integrated national response augmented **Org. Unit Responsible:**	**Indicator**: a: Number of chemical and pharmaceutical industry individuals sensitized (disaggregated by sex and persons with special needs) **Means of Verification:** - Civil society correspondence, minutes and reports - Training assessments, and training	

13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	evaluations - Media Highlights/web stories - M&E databases, tools and reports - IEC Material - Personnel of the chemical and pharmaceutical industry **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 165.00 **Target**: 180.00 **Interim targets:** **Indicator**: b: Number of public information and sensitization initiatives undertaken **Means of Verification:** - M&E databases, tools and reports - Campaign detailed report - Documentary - Media Highlights/web stories - 01 short documentary for enhancing awareness of students, parents, teachers and administration of educational institutions against use of illicit drugs in educational settings - 01 awareness campaign focusing general public, youth, vulnerable community and civil society - Support the ANF in organizing annual drug burning ceremonies **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 3.00 **Interim targets:**	
Activity SP1.01.07 – Output 1.1.7: National legislative and strategic frameworks against transnational organized crime are strengthened through more effective implementation of UNTOC and the observations emanating from its Review Mechanism **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of workshops and events undertaken to support Pakistan in the development of a comprehensive Strategy to prevent and counter transnational organized crime **Means of Verification:** - The GoP correspondence, minutes and reports - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:** **Indicator**: b: Number of activities organized to support the substantive preparation of Pakistan for the UNTOC Review Mechanism, as well as legislative drafting in the run-up to the reviews and in the implementation of the observations emanating from the reviews **Means of Verification:** - The GoP correspondence, minutes and reports - M&E databases, tools and reports	

	- Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:** **Indicator**: c: Number of workshops undertaken to support awareness-raising on issues pertaining to the modern forms and manifestations of transnational organized crime, its linkages with other criminal activities (such as cyber organized crime, crimes that affect the environment, offences related to falsified medical products or terrorism), and the gender and human rights dimensions of countering organized crime **Means of Verification:** - The GoP correspondence, minutes and reports - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 4.00 **Interim targets:**	
Output SP1.02 – Outcome 1.2: Strengthen Pakistan's prevention, investigation and prosecution capacity; while preventing, protecting and facilitating return of the victims of TIP & SOM **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Number of national and regional mechanisms in place to respond to TIP and SOM **Means of Verification:** - National and regional action plans, SOPs and strategy documents **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Extent to which LEAs applied knowledge and skills to their workplace **Means of Verification:** -Training assessments, and training evaluation reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1 Training assessment conducted (2018) **Target**: Advanced techniques adopted by the LEAs during their regular activities **Interim targets:** **Indicator**: c: Percentage of public received awareness against TIP & SOM **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - Assessment Reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 49.00 **Target**: 50.00	**Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** HIGH **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for

	Interim targets: **Indicator**: d: Number of initiatives undertaken to improve response against TIP and SOM **Means of Verification:** -　The GOP correspondence, minutes and reports -　Counterparts' capacity against TIP and SOM strengthened -　TIP and SOM reduced -　Respect for migrant's rights data management and collection systems regarding TIP and SOM increased -　Victim reception and facilitation services are available and accessed **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 4.00 **Interim targets:**	COVID-19. **Risk:** Participants not utilised for the purpose trained **Impact:** MEDIUM **Mitigation Plan:** -Focus will be given to build skills of a selected number of individuals through a series of training courses, which increases the leverage over the recipient organisation to nominate the same individuals -　Secure GOP commitment to ensure continuity for key staff and focal points in respective institute; maintain contact through core units rather than responsible individuals **Risk:** Sensitivities of the GOP for involving COPAK in the policy framework on Human Trafficking and Migrant Smuggling (HTMS) and/or capacity-building of LEAs in the borders regions **Impact:** MEDIUM **Mitigation Plan:** -Pro-active engagement with government counterparts to effectively communicate UNODC strategy and donor priorities -　Continue to work closely with government counterparts and Programme Governance Committee **Risk:** Training not carried out due to the commitment of the LEAs on operational and/or internal security duties **Impact:** MEDIUM **Mitigation Plan:** -Pro-active engagement with government counterparts to effectively communicate UNODC strategy and donor priorities -　Adopt alternate means of delivering such as online training with the concerned stakeholders
Activity SP1.02.01 – Output 1.2.1: Pakistan has capacity, tools and information to develop, implement, monitor and evaluate evidence-based strategies and policies against TIP and SOM, aligned with international instruments **Org. Unit Responsible:**	**Indicator**: a: Availability of information on trends, gaps and institutional responses towards TIP and SOM **Means of Verification:** -　The GoP correspondence, minutes and reports -　Research report -　Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1 research study (2018) **Target**: 1 research study	

13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Interim targets:** **Indicator**: b: Number of technical assistance initiatives undertaken resulting in availability of tailored plan and improved coordination **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - Newsletters - Media Highlights/web stories - 4 quarterly newsletters and 1 report on HTMS (FIA data analysis report) **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 14.00 **Target**: 5.00 **Interim targets:** **Indicator**: c: Number of tools developed to strengthen human rights and gender related response to TIP and SOM **Means of Verification:** - The GOP correspondence, minutes and reports - Guidance Note and Tools - M&E databases, tools and reports - 1 guidance note - 1 indicator tool **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 2.00 **Interim targets:**	
Activity SP1.02.02 – Output 1.2.2: Pakistan to adapt their national legal frameworks on TIP and SOM in line with international standards and other good practices **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Number of assessments conducted on TIP and SOM legislation resulting in recommendations **Means of Verification:** - The GoP correspondence, minutes and reports - Assessment reports - M&E databases, tools and reports - 01 study on TIP and SOM **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of technical assistance initiatives undertaken to support endorsement of legislative instruments **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - 3 advocacy workshops **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:**	

	Indicator: c: Number of public information and sensitization initiatives undertaken **Means of Verification:** - M&E databases, tools and reports - Campaign detailed report - M&E databases, tools and reports - Media Highlights/web stories - 8 awareness sessions - 1 awareness campaign **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 9.00 **Interim targets:**
Activity SP1.02.03 – Output 1.2.3: Pakistan to provide a strengthened criminal justice response to TIP and SOM **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of initiatives undertaken to enhance criminal justice response to TIP and SOM **Means of Verification:** - The GoP correspondence, minutes and reports - Strategy report - Training curricula **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Number of capacity building events to train relevant stakeholders on criminal justice response to TIP and SOM (disaggregated by sex and persons with special needs) **Means of Verification:** - The GOP correspondence, minutes and reports - Training/workshops assessments, and training evaluations - M&E databases, tools and reports (35 training/workshops) - IEC Material - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 13.00 **Target**: 35.00 **Interim targets:** **Indicator**: c: Percentage average knowledge gains in UNODC assisted training workshops **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 18.00 **Target**: 38.00 **Interim targets:**

Activity	Indicator	
Activity SP1.02.04 – Ouput 1.2.4: Pakistan contributes to strengthened regional and trans-regional cooperation related to TIP and SOM **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of initiatives undertaken to strengthen bi-lateral, regional and international cooperation **Means of Verification:** - The GOP and counterpart's correspondence - Training/workshops assessments, and training evaluations - M&E databases, tools and reports (3 training and mentoring sessions, 3 bilateral, regional and international meetings and workshops, 2 regional peer-to-peer exchange seminars, 3 regional workshops to develop joint actions plans for multi-country patterns) - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 18.00 **Target**: 11.00 **Interim targets:** **Indicator**: b: Number of facilities constructed to support victims of TIP and SOM **Means of Verification:** - The GOP correspondence, minutes and reports - Construction sites (Victim Reception and Facilitation Center), Maps, BOQs - Equipment hand-over notes - M&E databases, tools and reports **Interval**: 01/12/2020 - 31/12/2021 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**	
Activity SP1.02.05 – Output 1.2.5: Pakistan to improve the scope and quality of their protection response, including identification, referral and support, for victims of trafficking, vulnerable smuggled migrants and other vulnerable migrants. **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of training sessions conducted for Govt. authorities and civil society on victim protection, referral, identification and protection (disaggregated by sex and persons with special needs) **Means of Verification:** - The GOP and civil society correspondence - Training assessments, and training evaluations - M&E databases, tools and reports (5 training on victim , 3 training on provision of support services) - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 5.00 **Target**: 8.00 **Interim targets:**	

	Indicator: b: Percentage average knowledge gains in UNODC assisted training workshops **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 23.00 **Target**: 43.00 **Interim targets:** **Indicator**: c: Number of cooperation networks created between Govt and civil society resulting in information sharing and exchanging best practices **Means of Verification:** - The GOP and civil society correspondence - M&E databases, tools and reports - SOPs on victim assistance and protection - 1 National Referral Mechanism **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**	
Output SP1.03 – Outcome 1.3: Pakistan's capacity to counter, investigate, prosecute, and adjudicate cybercrime, including through strengthened legal cooperation to effectively use Electronic Evidence is improved **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Extent to which LEAs applied knowledge and skills to their workplace **Means of Verification:** -Training assessments, and training evaluations **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 01 baseline study conducted (2019) **Target**: Advanced techniques adopted by the LEAs during their regular activities **Interim targets:** **Indicator**: b: Number of mechanisms developed/strengthened to counter cybercrime **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports Cybercrime Monitoring and Response Unit (CMRU) - Cybercrime analysis and interdiction centre at a suitable location in Headquarters ANF - Use of the Internet for terrorist purposes - Gathering and sharing electronic evidence across borders **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 3.00 **Target**: 5.00 **Interim targets:**	**Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** MEDIUM **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19

	Indicator: c: Number of reports generated and disseminated using IATF platform to evaluate existing and emerging cybercrime threats **Means of Verification:** - The GOP/relevant counterparts' reports, research and surveys - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**	**Risk:** Training not carried out due to the commitment of the LEAs on operational and/or internal security duties. **Impact:** MEDIUM **Mitigation Plan:** -Pro-active engagement with government counterparts to effectively communicate UNODC strategy and donor priorities - Adopt alternate means of delivering such as online training with the concerned stakeholders
Activity SP1.03.01 – Output 1.3.1: LEAs' knowledge and technical skills on how to counter cybercrime enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of trainings conducted for IATF members on Narcotics-Control, TIP & SOM and anti-smuggling (disaggregated by sex and persons with special needs) **Means of Verification:** - The GOP and IATF correspondence - Training assessments, and training evaluations - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 4.00 **Interim targets:** **Indicator**: b: Number of new specialist training curriculum on 'Drug-related Cybercrime' developed and rolled out **Means of Verification:** - The GOP and IATF correspondence - Training assessments, and training evaluations - M&E databases, tools and reports - Module on cybercime **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: c: Number of specialist training conducted to counter cybercrime **Means of Verification:** - The GOP correspondence - Training assessments, and training evaluations - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:**	

	Indicator: d: Percentage of average knowledge gains in UNODC's assisted training **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 25.00 **Interim targets:** **Indicator**: e: Number of eLearning global training modules related to cybercrime localized by customizing into Urdu language **Means of Verification:** - The GOP correspondence, minutes and reports - Customised training modules - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:**	
Activity SP1.03.02 – Output 1.3.2: Collaborative action among LEAs, and through public-private partnerships, is increased, and incorporates new and innovative technologies **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of initiatives to evaluate existing and emerging cybercrime threats **Means of Verification:** - The GOP correspondence, minutes and reports - Conference report - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Number of facilities established to strengthen stakeholders' capacity to counter cybercrime **Means of Verification:** - The GOP correspondence, minutes and reports - CMRU, Reporting hotline and cybercrime analysis and interdiction centre' reports - M&E databases, tools and reports - Media Highlights/web stories - Cybercrime Monitoring and Response Unit (CMRU) for strengthening strategic interagency coordination, to be linked with the National Response Centre for Cyber Crime (NR3C) of the FIA - Deployment of under-cover LE officials - Deployment of Anonymous Online	

	Child Sexual Abuse Reporting hotlines - Establishment of a Cybercrime analysis and interdiction centre at a suitable location in Headquarters ANF **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 4.00 **Interim targets:**	
Activity SP1.03.03 – Output 1.3.3: Legislative and policy frameworks are enhanced, and mutual legal assistance increased **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of threat assessment reports and analytical briefs developed to support GoP in policy analysis **Means of Verification:** - The GOP correspondence, minutes and reports - Reports and briefs - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 15.00 **Interim targets:** **Indicator**: b: Number of roundtable meetings to share information on new threats and crime types by UNODC and other international partners and INTERPOL's Cyber Threat Assessment **Means of Verification:** - The GOP correspondence, minutes and reports - Reports and briefs - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:** **Indicator**: c: Number of initiatives undertaken to strengthen Pakistan's existing legal and regulatory framework on use of the Internet for terrorist purposes and to gather and share electronic evidence across borders **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: d: Number of interagency working group meetings for sharing technical skills, technology and resources, in the context of illicit use of the Darknet for selling drugs and IFFs **Means of Verification:** - The GOP correspondence, minutes and reports	

	- M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:** **Indicator**: e: Number of relevant LEAs engaged through round-table conferences against drug-related cybercrime and for sharing international best practices for seeking/handling MLA requests related to selling and trafficking of drugs and associated ML **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:** **Indicator**: f: Number of facilities established to counter sale/purchase of drugs and related ML through the cyberspace **Means of Verification:** - The GOP correspondence, minutes and reports - Analysis and interdiction centre - M&E databases, tools and reports - Media Highlights/web stories - Cybercrime analysis and interdiction centre at ANF **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**	
Activity SP1.03.04 – Output 1.3.4: Awareness of cybercrime among the general public, youth and vulnerable communities is improved **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of public information initiatives on cybercrime designed and deployed for selected population groups **Means of Verification:** - M&E databases, tools and reports - Campaigns detailed reports - Media Highlights/web stories - Media campaign for the public - Culturally sensitive awareness-raising campaign for the vulnerable communities especially women, children and older people **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:**	

	Indicator: b: Number of initiatives undertaken to strengthen public-private partnership to counter cybercrime **Means of Verification:** - The GOP correspondence, minutes and reports - Documentary - M&E databases, tools and reports - Media Highlights/web stories - Operationalization of CN hotline of the ANF - Public-Private Partnership seminar Report - Short documentary on cybercrime related to drug trafficking **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:**	
Outcome SP2 – Sub-programme 2: Fair, effective and accessible criminal justice system (CJS) based on enhanced long-term institutional capacities of CJS actors **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of criminal justice system legislative and regulatory frameworks aligned with international conventions, standards, and norms **Means of Verification:** - Government/other counterparts research and reports, policies and reviews - RoL Roadmaps **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Improved adjudications and prosecutions aligned with international conventions, standards, and norms **Means of Verification:** - GOP and other stakeholders survey, research and reports - Media highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: TBD **Target**: 1% increase in the conviction rate **Interim targets:** **Indicator**: c: Policy reforms undertaken by the GOP **Means of Verification:** - GOP and other stakeholders survey, research and reports - Policy Reforms - Media highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: d: Anti-corruption and anti-money laundering mechanisms in place	**Risk:** Changes in Government Priorities **Impact:** HIGH **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points **Risk:** Lack of interest and agreement among relevant stakeholders to work together **Impact:** MEDIUM **Mitigation Plan:** -Inclusion of all stakeholders from platforms of Strategic Oversight Committee and Thematic Expert Groups will facilitate programme buy-in and ownership amongst stakeholders - Pro-active engagement with government counterparts to effectively communicate UNODC strategy **Risk:** Lack of support from Government counterparts due to COVID impact **Impact:** MEDIUM **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC strategy and donor priorities - Establish relationships and

	adhering to international standards/best practices **Means of Verification:** - GOP correspondence, minutes and reports - Media highlights/web stories, collaborative platforms to address illicit financial flow and illegal money transfers, Ethics Ambassadors Network, Strengthened institutional capacities, M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:**	engage immediately with newly appointed ministers/focal points **Risk:** Political instability and the security situation **Impact:** HIGH **Mitigation Plan:** -Conduct ongoing political risk assessment exercises to enable the adoption of alternative mechanisms - maintain close coordination with the local and national government as well as with communities, human rights and environmental groups to calibrate the scope and pace of cooperation - Ensure risk management is built into all programme activities and related budget documents (e.g., conferences and trainings which have to be held outside of high – risk areas) - Strengthen in-house capacity/facilities to implement programme from secured locations - Ensure flexible arrangements for staff and accommodations in risk prone areas. - Continue to improve remote work methods initiated during COVID to ensure additional resilience in the event of restrictions on freedom of movement in the field - Work closely with UNDSS on each non-remote in situ event - Maintain security budget in support of a regular operating environment and heightened risks
Output SP2.01 – Outcome 2.1: Accountability, efficiency, and effectiveness of law enforcement agencies enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Number of mechanisms in place to foster evidence-based police response to curb the social injustice **Means of Verification:** - The GOP surveys and reports - Draft Policy Document - Research and surveys conducted by relevant institutions - Media Highlights/web stories and reports - Assessments - Policy reforms - Digitised systems - Advanced modules - Mutual coordination forums **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 5.00 **Target**: 7.00 **Interim targets:**	**Risk:** High rate of staff turnover in the relevant the GOP institutions may break information flow and delay implementation **Impact:** HIGH **Mitigation Plan:** -Secure GOP commitment to ensure continuity for key staff and focal points in respective institute - Maintain contact through core units rather than responsible individuals **Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** HIGH **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and

Indicator: b: Number of reforms undertaken to enhance accountability, efficiency and effectiveness of police that meet international standards and norms **Means of Verification:** The GOP/other counterparts surveys and reports - M&E databases, tools and reports - Media Highlights/web stories and reports - Policy reforms including Human Resource Management, Investigation, Operations, Training, Research and Development and Accountability **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 6.00 **Interim targets:** **Indicator**: c: Extent to which counterparts applied knowledge and skills to their workplace **Means of Verification:** - Training assessments, and training evaluation reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline exists **Target**: Advanced techniques adopted by the counterparts during their regular activities **Interim targets:**	the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19. **Risk:** Overburdened operational duties of the personnel **Impact:** MEDIUM **Mitigation Plan:** -Regular coordination and sensitization with relevant government counterparts to assign dedicated staff for specific roles or to create new positions ensuring gender equality and inclusion of people with special needs **Risk:** Political instability and the security situation **Impact:** HIGH **Mitigation Plan:** -Conduct ongoing political risk assessment exercises to enable the adoption of alternative mechanisms - maintain close coordination with the local and national government as well as with communities, human rights and environmental groups to calibrate the scope and pace of cooperation - Ensure risk management is built into all programme activities and related budget documents (e.g., conferences and trainings which have to be held outside of high – risk areas) - Strengthen in-house capacity/facilities to implement

		programme from secured locations - Ensure flexible arrangements for staff and accommodations in risk prone areas. - Continue to improve remote work methods initiated during COVID to ensure additional resilience in the event of restrictions on freedom of movement in the field - Work closely with UNDSS on each non-remote in situ event Maintain security budget in support of a regular operating environment and heightened risks **Risk:** Security restrictions restrain coordination and limit travel of personnel especially international staff to project sites **Impact:** HIGH **Mitigation Plan:** -Utilise alternative means of delivering such as online meetings, awareness raising webinars and training sessions
Activity SP2.01.01 – Output 2.1.1: Police response is increasingly evidence-based through continuous stock-taking and prioritization of legal, institutional, and operational reforms **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP1	**Indicator**: a: Number of advocacy activities conducted to bring reforms in police systems and functions **Means of Verification:** - The GOP correspondence, minutes and reports - Draft policy documents - M&E databases, tools and reports - Media Highlights/web stories - Human Resource Management, - Investigation, - Operations, - Training, - Research and Development and - Accountability **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 6.00 **Interim targets:** **Indicator**: b: Number of consultative sessions/meetings/workshops/seminars with policy makers and practitioners **Means of Verification:** - The GOP correspondence, minutes and reports - Draft policy documents - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 10.00 **Interim targets:**	

	Indicator: c: Draft policy and legal reforms undertaken by the GOP, assisted by UNODC **Means of Verification:** - The GOP correspondence, minutes and reports - Training Need Assessments - Draft policy documents - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: - 1 TNA conducted for Balochistan Police (2019) - 1 TNA for Punjab Police (2019) - 1 police rules enacted in KP (2010-2016) **Target**: - Follow up and implement the recommendations of the TNA - Draft provincial police rules - Provide support to the restructuring of police rules **Interim targets:**
Activity SP2.01.02 – Output 2.1.2: The institutional human resources of law enforcement agencies are strengthened to improve the protection of human rights **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of seminars and workshops conducted to mainstream and promote women leadership in LEAs **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - Assessment Reports - Media Highlights/web stories - Sessions focusing on increased women participation in LEAs **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:** **Indicator**: b: Number of law enforcement officials trained to mainstream human rights and protection into the law enforcement (LE) practices and procedures while dealing with marginalized groups including persons with special needs **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - Assessment Reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 200.00 **Interim targets:** **Indicator**: c: Number of information products and training materials produced and disseminated

	Means of Verification: - The GOP correspondence, minutes and reports - M&E databases, tools and reports - IEC material **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:** **Indicator**: d: Percentage average knowledge gains in UNODC assisted specialist training workshops **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 20.00 **Interim targets:**	
Activity SP2.01.03 – Output 2.1.3: Institutional capability and capacity to effectively implement laws and policies are improved through digitalization, technical upgrades, and the active cultivation of community support **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of initiatives undertaken to digitalize policing systems across Pakistan **Means of Verification:** - The GOP correspondence, minutes and reports - TORs - Digitisation tools/software - Equipment handover notes - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of consultative sessions with stakeholders **Means of Verification:** - The GOP correspondence, minutes and reports - Attendance sheets and minutes **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 20.00 **Interim targets:** **Indicator**: c: Number of need-based operational equipment provided to the LEAs **Means of Verification:** - The GOP correspondence, minutes and reports - Equipment handover notes (computer systems, UPS, furniture, hardware and software components) - SOPs/TORs - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025	

	Baseline: 0.00 **Target**: 5.00 **Interim targets:** **Indicator**: d: Number of training sessions on the newly developed digitalized police system **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 10.00 **Interim targets:**	
Activity SP2.01.04 – Output 2.1.4: Law enforcement institutions are increasingly aware of, and have the capacity to curb, gender-based violence against women, children and other vulnerable groups **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of LEA personnel engaged under standardised training programmes (disaggregated by sex and persons with special needs) **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - IEC Material - Assessment reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 304.00 **Target**: 2000.00 **Interim targets:** **Indicator**: b: Number of awareness raising activities conducted on Gender-based-violence highlighting women, children and other vulnerable groups (disaggregated by sex and persons with special needs) **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - IEC Material - Media Highlights/web stories - Activity reports conducted on GBV **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 2.00 **Interim targets:** **Indicator**: c: Percentage average knowledge gains in UNODC assisted training workshops **Means of Verification:** - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 20.00 **Target**: 40.00 **Interim targets:**	

	Indicator: d: Number of information products and training materials produced and disseminated as per identified needs **Means of Verification:** - The GOP Correspondence, minutes and reports - IEC Material - Media Highlights/web stories - 03 manual/modules - New guiding tools developed for police **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 3.00 **Target**: 3.00 **Interim targets:**
Activity SP2.01.05 – Output 2.1.5: Criminal justice actors, including in particular police and prison departments, enjoy improved cooperation, coordination, and communication **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of joint training and consultative workshops conducted to enhance cooperation between criminal justice actors **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - IEC Material - Assessment reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 43.00 **Target**: 25.00 **Interim targets:** **Indicator**: b: Percentage average knowledge gains in UNODC assisted training workshops **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 45.00 **Target**: 65.00 **Interim targets:** **Indicator**: c: Number of mutual coordination forums established between criminal justice actors **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - TORs and SOPs for forums - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 2.00 **Interim targets:**

Output	Indicator	Risk
Output SP2.02 – Outcome 2.2: Improved prosecution and adjudication bodies and processes are more capable of safeguarding the interests of the State in an impartial, independent, and professional manner **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Policy, legal and institutional reforms undertaken by GOP **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - Policy Reviews **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Number of mechanisms available for improved and effective prosecution of criminal cases **Means of Verification:** - The GOP correspondence, surveys and reports - M&E databases, tools and reports - Monitoring framework - SOPs and TORs - Media Highlights/web stories - CMS for the Prosecution Services of Pakistan - Integrated CMS with police, judiciary and prisons - Monitoring framework for Prosecution Services - Enhanced/Improved Case Flow Management System (CFMS) for Judiciary - National Dashboard for criminal justice institutional database - Establishment of e-Courts **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:** **Indicator**: c: Number of mechanisms in place for collaboration of different pillars of the criminal justice system **Means of Verification:** - The GOP correspondence, surveys and reports - M&E databases, tools and reports - Media Highlights/web stories - Establishment/Enhancement of Coordination Forums - SOPs - Establishment/enhancement of Governance Frameworks **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:** **Indicator**: d: Extent to which counterparts applied knowledge and skills to their workplace	**Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** HIGH **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19.

	Means of Verification: -Training assessments, training modules and training evaluations **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline exists **Target**: Advanced techniques adopted by the counterparts during their regular activities **Interim targets:** **Indicator**: e: Rule of Law strengthened in Balochistan through the implementation of Rule of Law (ROL) Roadmap of Balochistan **Means of Verification:** - The GOP correspondence, surveys and reports - M&E databases, tools and reports Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 01 rule of law roadmap developed for Balochistan (2020) **Target**: - Functional Steering Committee - Operational Delivery Unit (DU) - Coordinated Technical Working Groups (TWGs) - Operational Database Management Information System (DBMIS) **Interim targets:**	
Activity SP2.02.01 – Output 2.2.1: Legislative and policy frameworks are improved to support fair, effective, and prompt prosecution of criminal cases in line with national priorities and international standards **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of initiatives undertaken for improved policy framework based on UNODC technical assistance **Means of Verification:** - The GOP Correspondence, minutes and reports - TORs and SOPs (police prosecutors cooperation, provincial criminal justice coordination committee) - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:** **Indicator**: b: Number of consultative sessions with policy makers and practitioners **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 10.00 **Target**: 12.00 **Interim targets:**	

	Indicator: c: Policy reforms undertaken by the GOP assisted by UNODC **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 01 **Target**: 01 policy reforms undertaken **Interim targets:**
Activity SP2.02.02 – Output 2.2.2: Prosecutorial and judicial institutions have enhanced knowledge and skills in line with national and international good practice **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of judicial and prosecution personnel trained (disaggregated by sex and persons with special needs) **Means of Verification:** - The GOP Correspondence - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 664.00 **Target**: 300.00 **Interim targets:** **Indicator**: b: Number of training institutions of judiciary and prosecution improved under standardised training programmes **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - Media Highlights/web stories - Improvement of training institutes (02) **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 2.00 **Interim targets:** **Indicator**: c: Percentage of successful adjudications and prosecutions **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - GOP Statistics (conviction rate) **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: d: Number of e-Learning training hours completed in UNODC's assisted training **Means of Verification:** - M&E databases, tools and reports - eLearning centers data

	Interval: 01/12/2021 - 31/12/2025 **Baseline**: 360604.00 **Target**: 504846.00 **Interim targets:** **Indicator**: e: Number of information products and training materials produced and disseminated **Means of Verification:** - The GOP correspondence, minutes and reports - M&E databases, tools and reports - IEC material (04 information products) **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 4.00 **Interim targets:**	
Activity SP2.02.03 – Output 2.2.3: Prosecutorial and judicial institutions benefit from enhanced operational capacities and technological support **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of operational equipment, infrastructure and SOPs provided to develop/enhance Case Management System (CMS) **Means of Verification:** - The GOP correspondence and reports - Equipment handover notes - TORs and SOPs - CMS for Prosecution department - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Number of operational equipment, TORs and SOPs provided to develop/enhance Case Flow Management System (CFMS) for judiciary **Means of Verification:** - The GOP correspondence and reports - Equipment handover notes - CFMS - TORs and SOPs - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: c: Number of technical assistance initiatives undertaken to support establishment of e-Courts **Means of Verification:** - The GOP correspondence and reports - SOPs - -M&E databases, tools and reports	

	- Media Highlights/web stories - eCourts **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 4.00 **Interim targets:** **Indicator**: d: Number of operational equipment, infrastructure and SOPs provided to develop National Dashboard at Supreme Court **Means of Verification:** - The GOP correspondence and reports - Equipment handover notes - SOPs - National Dashboard - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**	
Activity SP2.02.04 – Output 2.2.4: Criminal justice actors, and especially police and prosecution agencies, show improved cooperation, coordination, and communication **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of combined training/workshops conducted **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - IEC material - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 43.00 **Target**: 10.00 **Interim targets:** **Indicator**: b: Percentage average knowledge gains in UNODC assisted specialist training workshops **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 45.00 **Target**: 65.00 **Interim targets:** **Indicator**: c: Number of functional working groups of police and prosecution **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - TORs (Functional working Groups) **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 3.00 **Interim targets:**	

	Indicator: d: Number of information products and training materials produced and disseminated **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - IEC material **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:**	
Activity SP2.02.05 – Output 2.2.5: Vulnerable and traditionally marginalized citizens have improved access to and benefit from the justice system **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of initiatives undertaken to sustain Governance Structure of Rule of Law (ROL) Roadmap of Balochistan **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - Record of Steering Committee, DU and Functional TWGs - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 3.00 **Interim targets:** **Indicator**: b: Database Management Information System (DBMIS) developed and operationalized **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - TORs/SOPs (DBMIS) - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: c: Number of initiatives undertaken to develop Action Plans under the ROL Roadmap and progress tracked on periodic basis **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:** **Indicator**: d: Number of sessions conducted to enhance capacity of TWGs	

	Means of Verification: - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - IEC material - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 10.00 **Target**: 15.00 **Interim targets:**	
Output SP2.03 – Outcome 2.3: Progressive transformation of prisons, parole, and probation structures and mechanisms into correction and reformatory services in line with acceptable international standards **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Number of mechanisms available for improved collaboration among relevant stakeholders **Means of Verification:** - The GOP correspondence, surveys and reports - M&E databases, tools and reports - Integrated PMIS with the National Dashboard at the Supreme Court of Pakistan - Integrated PMIS across prisons of Pakistan - Integrated PMIS with Police and Prosecution departments across Pakistan **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:** **Indicator**: b: Extent to which counterparts applied knowledge and skills to their workplace **Means of Verification:** - Training assessments, and training evaluations **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline exist **Target**: Advanced techniques adopted by the LEAs during their regular activities **Interim targets:**	**Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** HIGH **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19.
Activity SP2.03.01 – Output 2.3.1: Legislation, policy frameworks, and procedural reforms in prison, probation, and parole departments are improved **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of consultative meetings to reform prison, reclamation and probation acts and rules **Means of Verification:** - GOP correspondence and reports - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 10.00 **Interim targets:** **Indicator**: b: Number of needs assessment exercises conducted **Means of Verification:** - GOP correspondence and reports - M&E databases, tools and reports	

	- Assessment Reports (Punjab, KP, Balochistan, AJK & GB) **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:** **Indicator**: c: Number of draft rules and acts developed **Means of Verification:** - GOP correspondence and reports - M&E databases, tools and reports - Draft rules and acts **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:**	
Activity SP2.03.02 – Output 2.3.2: Knowledge and skills of prison, probation, and parole departments enhanced in line with national and international good practices **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of uniform national curriculums for Prisons Operations developed **Means of Verification:** - GOP correspondence and reports - Curriculums - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of consultative sessions among relevant stakeholders on the development of national curriculum **Means of Verification:** - GOP correspondence, minutes and reports - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 12.00 **Interim targets:** **Indicator**: c: Number of draft national curriculum developed and endorsed **Means of Verification:** - GOP correspondence, minutes and reports - Draft national curriculum - M&E databases, tools and reports - Draft of national curriculum **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: d: Number of training sessions on the revised curriculum conducted	

| | (disaggregated by sex and persons with special needs)
Means of Verification: -   GOP correspondence, minutes and reports
-         M&E databases, tools and reports
-         Media highlights/web stories
Interval: 01/12/2021 - 31/12/2025
Baseline: 0.00
Target: 4.00
Interim targets:
Indicator: e: Number of training sessions for prison, parole and probation staff on PMIS conducted (disaggregated by sex and persons with special needs)
Means of Verification: -   GOP correspondence, minutes and reports
-         M&E databases, tools and reports
-         Media highlights/web stories
Interval: 01/12/2021 - 31/12/2025
Baseline: 4.00
Target: 16.00
Interim targets:

Indicator: f: Number of training sessions for Prison Management conducted (disaggregated by sex and persons with special needs)
Means of Verification: -   GOP correspondence, minutes and reports
-         M&E databases, tools and reports
-         Media highlights/web stories
Interval: 01/12/2021 - 31/12/2025
Baseline: 2.00
Target: 8.00
Interim targets: | |
| **Activity**
SP2.03.03 –
Output 2.3.3: Operational capacities of prison, probation, and parole departments augmented, including through provision of technological support

Org. Unit Responsible:
13453 – UNODC Country Office Pakistan

Team/Person Responsible:
SP2 | **Indicator**: a: Number and type of initiatives undertaken to integrate PMIS with Judiciary and National Dashboard
Means of Verification: -   The GOP correspondence and reports
-         Manuals
-    SOPs/TORs for Integration mechanism
-         Equipment handover notes
-         Troubleshooting and follow-up services records
-         M&E databases, tools and reports
-         Media Highlights/web stories
Interval: 01/12/2021 - 31/12/2025
Baseline: 0.00
Target: 5.00
Interim targets:

Indicator: b: Number of initiatives undertaken to integrate PMIS across prisons of Pakistan | |

	Means of Verification: - The GOP correspondence and reports - Manuals and SOPs - Equipment handover notes - Media Highlights/web stories - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: PMIS implemented in 65 Prisons (43 in Punjab and 22 in Sindh) facilities (2014-2020) **Target**: - Provision of equipment - Development of integration mechanism - Development of SOPs - Training of relevant personnel - Troubleshooting and follow-up services **Interim targets:** **Indicator**: c: Number of centralized PMIS established and launched **Means of Verification:** - The GOP correspondence and reports - Manuals and SOPs - Equipment handover notes - M&E databases, tools and reports - Media Highlights/web stories - 01 centralized PMIS **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: d: Number and type of initiatives undertaken to integrate PMIS with Police, Reclamation and Probation and Prosecution departments **Means of Verification:** - The GOP correspondence and reports - Manuals - SOPs/TORs for Integration mechanism - Troubleshooting and follow-up services records - Equipment handover notes - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:**	

Activity	Indicator: a: Number of Under Trial Prisoners (UTPs) received free legal aid services (disaggregated by sex and persons with special needs)	
SP2.03.04 – Output 2.3.4: Legal aid networks effectively advocate to ensure the right to legal aid based on evidence-based data and good practice	**Means of Verification:** - GOP correspondence, minutes and reports - M&E databases, tools and reports - Media highlights/web stories - 3700 UTPs – (2000 Prisoners in Sindh, 500 Prisoners in Punjab, 500 Prisoners in KP, 500 Prisoners in Balochistan, 100 Prisoners in AJK, 100 prisoners in GB) **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 522.00 **Target**: 3700.00 **Interim targets:**	
Org. Unit Responsible: 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: b: Number of awareness and sensitization sessions on free legal aid to prison, prosecution, police staff and legal aid practitioners (disaggregated by sex and persons with special needs) **Means of Verification:** - GOP correspondence, minutes and reports - M&E databases, tools and reports - Media highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 11.00 **Interim targets:**	
	Indicator: c: Number of coordination meetings conducted **Means of Verification:** - GOP correspondence, minutes and reports - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 4.00 **Target**: 20.00 **Interim targets:**	
	Indicator: d: Number of roadmaps to provide free legal aid developed **Means of Verification:** - GOP correspondence, minutes and reports - M&E databases, tools and reports - TORs/SOPs - Media Highlights/web stories - Roadmaps (Punjab, KP, Balochistan, Federal, AJK & GB) **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 6.00 **Interim targets:**	

Output	Indicator	Risk
Output SP2.04 – Outcome 2.4: Effective anti-corruption and anti-money laundering strategies, practices, and frameworks developed and implemented by relevant agencies against corrupt practices and financial malfeasance **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Number of mechanisms in place to address challenges related to illicit financial flows and illegal money value transfer across Pakistan and at regional level **Means of Verification:** - The GOP, other stakeholders/Media reports - M&E databases, tools and reports - Scoping study report - Media Highlights/web stories - Action Plan/Scoping study - Collaborative platforms **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Improved compliance of Pakistan National Action Plan on AML/CFT for FATF/APG **Means of Verification:** - The GOP, other stakeholders/Media reports - M&E databases, tools and reports - Media Highlights/web stories - Four national/Institutional/cross institutional level compliance related measures/mechanism/frameworks **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 4.00 **Target**: 4.00 **Interim targets:** **Indicator**: c: Extent to which counterparts applied knowledge and skills to their workplace **Means of Verification:** - Training assessments and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline exists **Target**: Advanced techniques adopted by the counterparts during their regular activities **Interim targets:**	**Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** MEDIUM **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** National and international priorities getting shifted or realigned as per national risk assessment and national action plans. **Impact:** MEDIUM **Mitigation Plan:** -Conduct ongoing risk assessment exercises to enable the adoption of alternative mechanisms - Strong advocacy with relevant stakeholders to ensure realignment with the shifting priorities - Realistic work planning, closer coordination, progress update and timely use of alternative options **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19.
Activity SP2.04.01 – Output 2.4.1: GoP institutions tackling anti-corruption and financial crimes increasingly engage, coordinate, and cooperate (We may also need to include some collaborative activities such as joint training) in support of legal, institutional, and	**Indicator**: a: Number of investigation officers and other personnel with increased knowledge of money laundering cases (disaggregated by sex and persons with special needs) **Means of Verification:** - The GOP correspondence, minutes of meetings and reports - M&E databases, tools and reports	

operational reform **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	- Analysis of beneficiary feedback - IEC Material **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1754.00 **Target**: 400.00 **Interim targets:** **Indicator**: b: Percentage of average knowledge gains in UNODC's assisted training **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 20.00 **Target**: 40.00 **Interim targets:**	
Activity SP2.04.02 – Output 2.4.2: GoP institutions countering corruption and financial crimes have strengthened legal, institutional, and operational capability **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of initiatives undertaken to address challenges related to illicit financial flows and illegal money value transfer across Pakistan and at regional level **Means of Verification:** - The GOP Correspondence, minutes and reports - M&E databases, tools and reports - Scoping study report - TORs for collaborative platforms - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:**	
Activity SP2.04.03 – Output 2.4.3: GoP officials working in investigative, analytical, and reporting functions relevant to anti-corruption, financial crimes and money laundering offences demonstrate improved competence **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	**Indicator**: a: Number of initiatives undertaken for compliance of Pakistan National Action Plan on AML/CFT for FATF/APG **Means of Verification:** The GOP Correspondence, minutes and reports - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 5.00 **Target**: 4.00 **Interim targets:**	
Activity SP2.04.04 – Output 2.4.4: Civil society, the business sector, and financial actors have enhanced capacity to monitor and implement anti-	**Indicator**: a: Number of initiatives undertaken to enhance implementation of anti-corruption laws and anti-money laundering compliance procedures **Means of Verification:** - The counterpart's correspondence, minutes of	

corruption laws and anti-money laundering compliance procedures **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP2	meetings and reports - M&E databases, tools and reports - Customised E4J modules - SOPs/TORs of networks and forums - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 3.00 **Target**: 3.00 **Interim targets:** **Indicator**: b: Number of impact assessment studies conducted to monitor, evaluate and learn (MEL) the interventions **Means of Verification:** - The counterpart's correspondence, minutes of meetings and reports - M&E databases, tools and reports - Impact assessment reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:**	
Outcome SP3 – Sub-programme 3: Increased access to preventive services and quality drug treatment for vulnerable populations with special focus on women, children, and prisoners **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3 Team	**Indicator**: a: HIV prevalence in prisons of Pakistan **Means of Verification:** - HIV Surveillance Surveys and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2% HIV prevalence in KP and Sindh Prisons (2020) **Target**: Decrease in HIV prevalence below 2% **Interim targets:** **Indicator**: b: Number of drug users receiving evidence-based drug dependence treatment per year **Means of Verification:** - Drug survey reports - Drug prevention and drug treatment services reports by GoP and other organisations - Mapping reports of drug treatment services - Standardized national drug Treatment protocols - DDR Monitoring tools **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1,990 people per year throughout Pakistan **Target**: Number of people in Treatment increased by 40% **Interim targets:**	**Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** MEDIUM **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** Lack of support from Government counterparts due to COVID impact **Impact:** MEDIUM **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points **Risk:** Security and operational considerations constrain

	Indicator: c: Percentage decrease in drug initiation among general population including youth **Means of Verification:** - Drug survey reports - Drug prevention and drug treatment services reports by GoP and other organisations - Standardized prevention protocols - DDR Monitoring tools **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline **Target**: 5% decrease in the existing drug use percentage among youth **Interim targets:**	implementation of activities under the project. **Impact:** HIGH **Mitigation Plan:** -Utilise alternative venue, sites, and locations for local operations - Implement UN security measures; maximize the use of local personnel and work through GOP institutions **Risk:** The commitment of different stakeholders towards DDR vis-à-vis changes in political structures **Impact:** MEDIUM **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC strategy and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points
Output SP3.01 – Outcome 3.1: Multisectoral response to ensure availability of evidence-based drug dependence treatment services is strengthened through co-ordination and networking **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Extent to which evidence-based structured drug dependence treatment available to women and children **Means of Verification:** - Research and surveys conducted - Case studies & success Stories - M&E reports, tools and databases - Quality assurance Bill/ACT - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.9% drugs prevalence in women (drug use in Pakistan 2013) **Target**: Structured drug dependence treatment increased by 50% **Interim targets:** **Indicator**: b: Quality assurance mechanism developed to ensure evidence based multisectoral drug dependence treatment services in the country. **Means of Verification:** - Stakeholders and official correspondence and minutes - M&E reports, tools and databases - Quality assurance Bill/ACT - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**	**Risk:** Incidence of grave human rights violations by law enforcement, prison management or health workers **Impact:** MEDIUM **Mitigation Plan:** -Take immediate steps if human rights violations by partners/stakeholders are reported - Include a human rights component in all programme development and associated training - Mitigate risks in line with UNODC Guidance Note on Human Rights - On-going assessment of the relevant risk in line with the 2011 UN Human Rights Due Diligence Policy, - Engagement protocol established to manage the approach if and when the risk escalates - A series of proactive mitigation measures is in place, including rights-based approach to design of activities, substantive human rights components of training and workshops - Increased focus on accountability of the LEAs through awareness raising among communities **Risk:** Insufficient funding due to varying priorities of potential international donors

	Indicator: c: Extent to which stakeholders applied knowledge and skills to their workplace Means of Verification: - M&E databases, tools and records Interval: 01/12/2021 - 31/12/2025 Baseline: No baseline exists Target: Advanced techniques adopted by the counterparts during their regular activities Interim targets:	Impact: MEDIUM Mitigation Plan: -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization Risk: Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. Impact: HIGH Mitigation Plan: -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19 Risk: Sanctioned resources are less than forecasted Impact: HIGH Mitigation Plan: Pro-active engagement with donors to encourage investment in DDR and to get donors to align all future support Risk: Security issues may affect local operations such as local training and workshops Impact: HIGH Mitigation Plan: -Implement UN security measures; maximise the use of local personnel and work through GOP institutions - Utilise alternative venue, sites, and locations for local operations Risk: UN security restrictions restrain coordination and delivery of CP assistance Impact: HIGH Mitigation Plan: -Implement UN security measures - Maximise the use of local

		personnel and work through GOP institutions
Activity SP3.01.01 – Output 3.1.1: Evidence based, residential, and community-based drug dependence treatment services provided and enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Indicator**: a: Number of Joint planning activities facilitated for residential and community-based drug dependence treatment services (disaggregated by sex and persons with special needs) **Means of Verification:** - Stakeholders and official correspondence, minutes - Research reports and trend analysis - M&E databases, tools and records - Training Modules and IEC material - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 4.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Number of stakeholders with increased knowledge on evidence-based drug treatment services (disaggregated by sex and persons with special needs) **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 127.00 **Target**: 100.00 **Interim targets:** **Indicator**: c: Percentage average knowledge gains in UNODC's assisted specialist training workshops **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 50.00 **Target**: 60.00 **Interim targets:** **Indicator**: d: Number of professionals received certification (disaggregated by sex and persons with special needs) **Means of Verification:** - Stakeholders and official correspondence, minutes - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 71.00 **Target**: 75.00 **Interim targets:**	

Activity	Indicator: a: Number of Technical committees for DDR QA and its participants	
SP3.01.02 – Output 3.1.2: A Regulatory Mechanism for standardization and quality assurance (QA) of drug dependence treatment programmes is established **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Means of Verification:** - Stakeholders and official correspondence, minutes - M&E databases, tools and reports - SOPs and TORs of technical committee (10 stakeholders including MNC, ANF, NACP, PACPs, NGOs, CBOs) - Training manuals/ curricula - Pre/post training assessments - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of consultative workshops to establish a regulatory mechanism for QA at federal and provincial levels **Means of Verification:** - Stakeholders and official correspondence, minutes - TORs and SOPs - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 4.00 **Interim targets:** **Indicator**: c: Number of professionals and decision makers with increased knowledge of DDR QA at federal and provincial levels (disaggregated by sex and persons with special needs) **Means of Verification:** - Stakeholders and official correspondence, minutes - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 76.00 **Target**: 50.00 **Interim targets:** **Indicator**: d: Number of tools developed under a comprehensive monitoring system **Means of Verification:** - Stakeholders and official correspondence, minutes - M&E databases, tools and reports - Media Highlights/web stories - TORs/SOPs/Guidelines **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00	

	Interim targets:	
Activity SP3.01.03 – Output 3.1.3: Mapping and data on drug treatment services is available and used for policy making, monitoring, evaluation and capacity building **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Indicator**: a: Number of mapping tools developed for mapping drug treatment services **Means of Verification:** - M&E databases, tools and reports - Mapping tools - Mapping document **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of activities conducted to map drug treatment services at national level **Means of Verification:** - M&E databases, tools and reports - Mapping tools - Mapping document **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 2.00 **Interim targets:**	
Activity SP3.01.04 – Output 3.1.4: A Drug Treatment Professionals' Network (DTPN) established at the national level **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Indicator**: a: Number of drug treatment professionals registered in DTPN **Means of Verification:** - Stakeholders and official correspondence, minutes - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 100.00 **Interim targets:** **Indicator**: b: Number of coordination meetings of the network conducted **Means of Verification:** - Stakeholders and official correspondence, minutes - M&E databases, tools and reports - SOPs and TORs of the network - Minutes of the coordination meeting **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 16.00 **Interim targets:**	

Activity	Indicator	
Activity SP3.01.05 – Output 3.1.5: Drug treatment professionals and policy makers trained on evidence-based standards for drug treatment (EBDTS) **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Indicator**: a: Number of drug treatment professionals with increased knowledge of EBDTS (disaggregated by sex and persons with special needs) **Means of Verification:** - M&E databases, tools and reports - IEC material - Training manuals/ curricula - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 100.00 **Interim targets:** **Indicator**: b: Percentage increase in knowledge among beneficiaries on EBDTS **Means of Verification:** - Training assessments, and training evaluations - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 65.00 **Target**: 75.00 **Interim targets:** **Indicator**: c: Number of sensitization sessions conducted for policy makers on EBDTS **Means of Verification:** - Stakeholders and official correspondence, minutes - M&E databases, tools and reports - Minutes of meeting with policy makers - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 10.00 **Interim targets:**	
Output SP3.02 – Outcome 3.2: Evidence-based and coordinated community-level, youth-focussed prevention interventions to reduce drug use initiation are enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Policy on drug prevention become part of educational policy **Means of Verification:** - Official correspondence, minutes and reports - Research and surveys conducted by relevant institutions - Case studies & success stories - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of drug prevention professionals registered in International Society of Substance Use Professionals (ISSUP) drug prevention network	**Risk:** Incidence of grave human rights violations by law enforcement, prison management or health workers **Impact:** MEDIUM **Mitigation Plan:** -Take immediate steps if human rights violations by partners/stakeholders are reported - Include a human rights component in all programme development and associated training - Mitigate risks in line with UNODC Guidance Note on Human Rights - On-going assessment of the relevant risk in line with the 2011 UN Human Rights Due Diligence Policy, - Engagement protocol

	Means of Verification: - Official correspondence, minutes and reports - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 11.00 **Target**: 50.00 **Interim targets:** **Indicator**: c: Extent to which prevention professionals applies knowledge and skills to their workplace **Means of Verification:** - Training assessments, and training evaluations **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline exists **Target**: Advanced techniques adopted by the trained professionals during their regular activities **Interim targets:**	established to manage the approach if and when the risk escalates - A series of proactive mitigation measures is in place, including rights-based approach to design of activities, substantive human rights components of training and workshops Increased focus on accountability of the LEAs through awareness raising among communities **Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** MEDIUM **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19. **Risk:** Sanctioned resources are less than forecasted **Impact:** HIGH **Mitigation Plan:** Pro-active engagement with donors to encourage investment in DDR and to get donors to align all future support **Risk:** Security issues may affect local operations such as local training and workshops **Impact:** HIGH

		Mitigation Plan: -Implement UN security measures; maximise the use of local personnel and work through GOP institutions - Utilise alternative venue, sites, and locations for local operations Risk: UN security restrictions restrain coordination and delivery of CP assistance Impact: HIGH Mitigation Plan: -Implement UN security measures - Maximise the use of local personnel and work through GOP institutions
Activity SP3.02.01 – Output 3.2.1: Drug prevention professionals and policy makers trained on Evidence-Based Standards for Drug Prevention (EBDPS) **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Indicator**: a: Number of drug prevention awareness raising workshops conducted (disaggregated by sex and persons with special needs) **Means of Verification:** - M&E databases, tools and reports - IEC material - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 10.00 **Interim targets:** **Indicator**: b: Number of prevention professional's knowledge enhanced on EBDPS **Means of Verification:** - Official correspondence, minutes and reports - M&E databases, tools and reports - Training manuals/ curricula - IEC material - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 28.00 **Target**: 100.00 **Interim targets:** **Indicator**: c: Number of policy makers trained on evidence-based drug prevention services **Means of Verification:** - Official correspondence, minutes and reports - M&E databases, tools and reports - Training manuals/ curricula - IEC material - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 10.00 **Interim targets:**	

Activity	Indicator	
Activity SP3.02.02 – Output 3.2.2: Evidence based drug prevention programmes initiated in communities and schools, with a focus on students and their families, are increased and enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Indicator**: a: Number of schools implemented drug prevention programmes **Means of Verification:** - Govt and other stakeholder's surveys and reports - Witnessing the activities - Meetings with teachers, students and families - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 18.00 **Target**: 20.00 **Interim targets:** **Indicator**: b: Number of awareness sessions organised in educational institutes (segregated by sex and persons with special needs) **Means of Verification:** - Witnessing the activities - Meetings with teachers, students and families - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 10.00 **Interim targets:** **Indicator**: c: Number of technical assistance initiatives (meetings, sessions, trainings etc.) conducted with the counterparts supportive in policy making on evidence-based drug prevention programmes in educational institutions **Means of Verification:** - Official correspondence, minutes and reports - M&E databases, tools and reports - Training manuals/ curricula - IEC material - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 4.00 **Target**: 4.00 **Interim targets:**	
Activity SP3.02.03 – Output 3.2.3: A drug prevention professionals' network is established at the national level **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Indicator**: a: Number of drug prevention professionals registered in ISSUP **Means of Verification:** - Stakeholders and official correspondence, minutes - reports - Review report of existing network **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 11.00 **Target**: 50.00 **Interim targets:** **Indicator**: b: Number of coordination meetings of the network conducted	

	Means of Verification: - M&E databases, tools and reports - Minutes of the coordination meeting **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 16.00 **Interim targets**:	
Output SP3.03 – Outcome 3.3: Evidence-based HIV prevention, treatment, and care services for people who inject drugs, their spouses, and the prison population, through technical assistance and coordination is enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Number of IDUs and their spouses receiving HIV prevention, treatment and care services **Means of Verification:** - Govt and other stakeholder's surveys and reports - M&E databases, tools and reports - Case studies & success Stories - Contracts and grants - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 7500.00 **Target**: 7875.00 **Interim targets**: **Indicator**: b: Prisoner related Information on HIV, hepatitis and TB in prisons incorporated into Prison Management Information System (PMIS) and linked with relevant health programmes. **Means of Verification:** - Govt correspondence, minutes and reports - M&E databases, tools and reports - SOPs and TORs **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets**: **Indicator**: c: Percentage of prisoners suffering from HIV, Hepatitis and TB benefitted from Post release referral mechanism **Means of Verification:** - Govt and other stakeholder's correspondence, minutes and reports - M&E databases, tools and reports - TORs **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 50.00 **Interim targets**: **Indicator**: d: Extent to which health professionals on HIV prevention applies advanced techniques, knowledge and skills to their workplace	**Risk:** Incidence of grave human rights violations by law enforcement, prison management or health workers **Impact:** MEDIUM **Mitigation Plan:** -Take immediate steps if human rights violations by partners/stakeholders are reported - Include a human rights component in all programme development and associated training - Mitigate risks in line with UNODC Guidance Note on Human Rights - On-going assessment of the relevant risk in line with the 2011 UN Human Rights Due Diligence Policy, - Engagement protocol established to manage the approach if and when the risk escalates - A series of proactive mitigation measures is in place, including rights-based approach to design of activities, substantive human rights components of training and workshops - Increased focus on accountability of the LEAs through awareness raising among communities **Risk:** Insufficient funding due to varying priorities of potential international donors **Impact:** MEDIUM **Mitigation Plan:** -Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs - Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation - Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and

	Means of Verification: - Training assessments, and training evaluations **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline exists **Target**: Advanced techniques adopted by the trained professionals during their regular activities **Interim targets:**	COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19 **Risk:** Sanctioned resources are less than forecasted **Impact:** HIGH **Mitigation Plan:** Pro-active engagement with donors to encourage investment in DDR and to get donors to align all future support **Risk:** Security issues may affect local operations such as local training and workshops **Impact:** HIGH **Mitigation Plan:** -Implement UN security measures; maximise the use of local personnel and work through GOP institutions - Utilise alternative venue, sites, and locations for local operations **Risk:** UN security restrictions restrain coordination and delivery of CP assistance **Impact:** HIGH **Mitigation Plan:** -Implement UN security measures - Maximise the use of local personnel and work through GOP institutions
Activity SP3.03.01 – Output 3.3.1: HIV prevention, treatment and care services supported in prisons and community settings for people who inject drugs and their spouses. **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Indicator**: a: Number of Injecting Drug Users (IDUs) and their spouses received HIV prevention, treatment and care services in community settings in high burden cities **Means of Verification:** - Govt and other stakeholder's correspondence, minutes and reports - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 615.00 **Target**: 250.00 **Interim targets:**	

	Indicator: b: Number of health care providers and prisons staff with increased knowledge of SOPs on HIV Testing and Counselling (HTC) **Means of Verification:** - GOP correspondence, minutes and reports - Training modules - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 91.00 **Target**: 200.00 **Interim targets:** **Indicator**: c: Percentage increase in knowledge among beneficiaries on HIV prevention, testing and counselling services **Means of Verification:** - M&E databases, tools and reports - Training assessments, and training evaluations **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 65.00 **Target**: 75.00 **Interim targets:** **Indicator**: d: Evaluation of efforts in mitigating the public health and social consequences of drug abuse services for PWIDs conducted in the country **Means of Verification:** - GOP correspondence, minutes and reports - Training modules - Evaluation report - M&E databases, tools and reports - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**	
Activity SP3.03.02 – Output 3.2.2: Health Professionals and officials from LEAs and the judiciary trained on international standards for HIV prevention, treatment and care services provided in community and prison settings **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:**	**Indicator**: a: Number of training sessions for the LEAs and judiciary on drugs and HIV prevention, treatment (disaggregated by sex and persons with special needs) **Means of Verification:** - GoP correspondence, minutes and reports - M&E databases, tools and reports - IEC material - Media Highlights/web stories **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 10.00 **Interim targets:**	

SP3	**Indicator**: b: Percentage increase in knowledge among beneficiaries on HIV prevention and care. **Means of Verification:** - M&E databases, tools and reports - Training assessments, and training evaluations **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 68.00 **Target**: 78.00 **Interim targets:**	
Activity SP3.03.03 – Output 3.3.3: Dialogue and discussions on opioid substitution therapy (OST) for treating opioid users, adherence to anti-retroviral therapies (ARTs) and prevention of HIV among persons who inject drugs (PWIDs) and other key populations and general community, are enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP3	**Indicator**: a: Number of Feasibility studies on OST conducted and results disseminated **Means of Verification:** - Stakeholders and official correspondence, minutes and reports - M&E databases, tools and reports - Study report - IEC material **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of dialogues and discussion with GoP **Means of Verification:** - Stakeholders and official correspondence, minutes and reports - M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 4.00 **Target**: 6.00 **Interim targets:** **Indicator**: c: Number of awareness sessions on OST **Means of Verification:** - Stakeholders and official correspondence, minutes and reports - M&E databases, tools and reports - IEC material **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 4.00 **Target**: 10.00 **Interim targets:**	
Outcome SP4 – Sub-programme 4: Improved legal and institutional criminal justice processes across Pakistan to fight against terrorism **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan	**Indicator**: a: Improved response to counter terrorism **Means of Verification:** Global Terrorism Index (GTI); Government/other counterparts research and reports, policies and reviews **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: Ranked 7 as per GTI (2020) **Target**: Improvement in GTI Rank and Score	**Risk:** Changes in Government priorities **Impact:** HIGH **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and

Team/Person Responsible: SP 4 Team	**Interim targets:** **Indicator**: b: Number of terrorism cases investigated and adjudicated **Means of Verification:** Statistics provided to the UNODC by the GoP Annual CT criminal database/statistics GoP/Provincial Governments/other relevant counterparts reports, research and surveys Reports developed by the Counter Terrorism Cell of the Prosecution Department **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: TBD **Target**: 10% increase against the baseline **Interim targets:** **Indicator**: c: Percentage decrease in number of terrorism incidents **Means of Verification:** Global Terrorism Index GTI GoP/Provincial Governments /UNODC/other counterparts reports, research and surveys M&E databases, tools and report Draft TORs/SOPs/Guidelines/training curriculum and manuals **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 366.00 **Target**: 275.00 **Interim targets:**	engage immediately with newly appointed ministers/focal points **Risk:** Lack of interest and agreement among relevant GOP departments to work together **Impact:** MEDIUM **Mitigation Plan:** -Inclusion of all stakeholders from platforms of Strategic Oversight Committee and Thematic Expert Groups will facilitate programme buy-in and ownership amongst stakeholders - Pro-active engagement with government counterparts to effectively communicate UNODC strategy **Risk:** Lack of support from Government counterparts due to COVID impact **Impact:** MEDIUM **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points
Output SP4.01 – Outcome 4.1: Investigative and judicial institutions ensure effective counterterrorism criminal justice processes **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of CT Challans/cases processed by Courts which are inclusive of forensic evidence **Means of Verification:** Statistics provided to the UNODC by the GoP; Annual CT criminal database/statistics; GoP/Provincial Governments /UNODC correspondence, meeting minutes, and reports; Reports developed by the Counter Terrorism Cell of the Prosecution Department M&E databases, tools and report **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: TBD **Target**: 20% increase against the baseline **Interim targets:** **Indicator**: b: Number of CT cases standing up to prosecutor's screening **Means of Verification:** Statistics provided to the UNODC by the GoP; Annual CT criminal database/statistics; GoP/Provincial Governments /UNODC correspondence, meeting minutes, and	**Risk:** Availability of law enforcement officials to take part in the project services **Impact:** HIGH **Mitigation Plan:** -Maintain close coordination with the local and national government as well as with communities, human rights and environmental groups to calibrate the scope and pace of cooperation **Risk:** Changes in priorities of GoP/Provincial Governments **Impact:** HIGH **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points

	reports; Reports developed by the Counter Terrorism Cell of the Prosecution Department M&E databases, tools and report **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: TBD **Target**: 25% increase against the baseline **Interim targets:** **Indicator**: c: Number of SOPs/TORs/Guidelines/Curriculum material available for law enforcement and criminal justice officials **Means of Verification:** GoP/Provincial Governments /UNODC correspondence, meeting minutes, and reports; M&E databases, tools and report Draft TORs/SOPs/Guidelines/training curriculum and manuals **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 9.00 **Target**: 12.00 **Interim targets:** **Indicator**: d: Extent to which counterparts applied knowledge and skills to their workplace **Means of Verification:** - Training assessments, and training evaluation reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline exists **Target**: Advanced techniques adopted by the counterparts during their regular activities **Interim targets:**	**Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19. **Risk:** Relevant GOP/Provincial departments are responsive and agree to work together **Impact:** MEDIUM **Mitigation Plan:** -Inclusion of all stakeholders from platforms of Strategic Oversight Committee and Thematic Expert Groups will facilitate programme buy-in and ownership amongst stakeholders - Pro-active engagement with government counterparts to effectively communicate UNODC strategy **Risk:** Risk of overlaps between the different projects across Pakistan on governance and security **Impact:** MEDIUM **Mitigation Plan:** -Regular participation in meetings organised by other agencies including UN - Participate in joint programming exercises to ensure coherence and cooperation - Communicate clear mandates of UN agencies, and joint planning carried out to avoid overlapping **Risk:** Security risk for project staff, partners and project stakeholders **Impact:** HIGH **Mitigation Plan:** -Implement UN security measures - Maximise the use of local personnel and work through GOP institution
Activity SP4.01.01 – Output 4.1.1: Enhanced investigative capacity of the anti-	**Indicator**: a: Number of TORs/SoPs/Guidelines for adequate cooperation drafted & shared	

terrorism law enforcement institutions **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Means of Verification:** M&E databases, tools and reports GoP/Provincial governments/UNODC correspondence, meeting minutes, and reports TORs/SoPs/Guidelines **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 9.00 **Target**: 5.00 **Interim targets:** **Indicator**: b: Number of counter terrorism professionals available for deployment in the pool of experts **Means of Verification:** M&E databases, tools and reports GoP/Provincial governments/UNODC correspondence, meeting minutes, and reports Pool of experts / online database of experts **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 93.00 **Target**: 30.00 **Interim targets:** **Indicator**: c: Number of participants trained through joint exercises on crime scene prevention with increased knowledge (disaggregated by sex and persons with special needs) **Means of Verification:** M&E databases, tools and reports GoP/Provincial governments/UNODC correspondence, meeting minutes, and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 121.00 **Target**: 350.00 **Interim targets:** **Indicator**: d: Number of mobile forensic units upgraded **Means of Verification:** M&E databases, tools and reports GoP/Provincial governments/UNODC correspondence, meeting minutes, and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 4.00 **Interim targets:**	
Activity SP4.01.02 – Output 4.1.2: CT Prosecution practices and standards	**Indicator**: a: Number of harmonized prosecution management standards developed	

harmonized and enhanced across all provinces **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Means of Verification:** GOP/Provincial Governments' correspondence, minutes and reports M&E databases, tools and reports Draft SoPs **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of officials trained on the curriculum developed (disaggregated by sex and persons with special needs) **Means of Verification:** GOP/Provincial Governments' correspondence, minutes and reports M&E databases, tools and reports Trainings/workshops reports and evaluation sheets **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 250.00 **Target**: 1200.00 **Interim targets:** **Indicator**: c: Number of officials provided mentorship (disaggregated by sex and persons with special needs) **Means of Verification:** GOP/Provincial Governments' correspondence, minutes and reports M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 240.00 **Target**: 200.00 **Interim targets:**	
Activity SP4.01.03 – Output 4.1.3: Judicial standards and practices in CT cases harmonized and enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of harmonized judicial standards document developed **Means of Verification:** GOP/provincial governments correspondence, minutes and reports M&E databases, tools and reports Draft SoPs **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 3.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of review document of the AT judges safety measures developed **Means of Verification:** GOP/provincial governments correspondence, minutes and reports M&E databases, tools and reports Draft review document **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00	

	Target: 1.00 **Interim targets:** **Indicator**: c: Number of judges provided mentorship **Means of Verification:** GOP/provincial governments correspondence, minutes and reports M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 20.00 **Interim targets:** **Indicator**: d: Number of judges sensitized in relevant CT areas through training (disaggregated by sex and persons with special needs) **Means of Verification:** GOP/provincial governments correspondence, minutes and reports M&E databases, tools and reports Trainings/workshops reports and evaluation sheets **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 32.00 **Target**: 200.00 **Interim targets:**	
Activity SP4.01.04 – Ouput 4.1.4: Cooperation between all of the actors of the CT criminal justice process strengthened **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of meetings organized to improve federal-provincial coordination **Means of Verification:** GOP/provincial governments correspondence, minutes, meeting reports, media releases M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 10.00 **Interim targets:** **Indicator**: b: Number of meetings organized to connect professionals from across the CT justice chain **Means of Verification:** GOP/provincial governments correspondence, minutes, meeting reports, media releases M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 8.00 **Target**: 20.00 **Interim targets:** **Indicator**: c: Number of Case Management and Monitoring Systems (CMMS) established and made operational (1 for each Province)	

	Means of Verification: GOP/provincial governments correspondence, minutes, meeting reports, media releases M&E databases, tools and reports CMMS operational/ online coordination system **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 4.00 **Interim targets**:	
Output SP4.02 – Outcome 4.2: State authorities provide protection and assistance to victims of terrorism **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Percentage increase of victims of terrorism referred for protection or assistance **Means of Verification:** GOP/provincial governments records of victim assistance M&E databases, tools and reports, media releases from the Day of Victim Remembrance Records of victim referral mechanism **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: TBD **Target**: 25% increase against the baseline **Interim targets**: **Indicator**: b: Number of victims of terrorism assisted through the state **Means of Verification:** GOP/provincial governments records of victim assistance M&E databases, tools and reports, media releases from the Day of Victim Remembrance **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: TBD **Target**: 25% increase against the baseline **Interim targets**:	**Risk:** Mobility restrictions for UN Staff in the provinces **Impact:** HIGH **Mitigation Plan:** -Close coordination with UNDSS and relevant competent authorities **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19. **Risk:** Security risk for project staff as well as for project stakeholders **Impact:** HIGH **Mitigation Plan:** -Implement UN security measures - Maximise the use of local personnel and work through GOP institution **Risk:** Victims unable/unwilling to come forward **Impact:** MEDIUM **Mitigation Plan:** -Sensitization and awareness sessions to be conducted to orient regarding the rights of the victims - Referral Mechanism
Activity SP4.02.01 – Output 4.2.1: Victims of terrorism acknowledged and empowered **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan	**Indicator**: a: Number of Guideline on providing protection and assistance to victims of terrorism and their families drafted **Means of Verification:** M&E databases, tools and reports GOP/provincial governments	

	correspondence, minutes and reports Draft guidelines document **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of training modules on providing protection and assistance to victims of terrorism and their families drafted **Means of Verification:** M&E databases, tools and reports GOP/provincial governments correspondence, minutes and reports Draft training module document **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: c: Fund for victims established and operational **Means of Verification:** Online/print information about the fund for victims M&E databases, tools and reports GOP/provincial governments correspondence, minutes and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: Not in place (2020) **Target**: Operational (2025) **Interim targets:**	
Team/Person Responsible: SP4		
Activity SP4.02.02 – Output 4.2.2: Assistance provided to the victims of terrorism through legislative reforms and vocational training **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of victims of terrorism, referred for support / protection through the referral mechanism **Means of Verification:** GOP/provincial governments correspondence, minutes and reports M&E databases, tools and reports Records of the referral mechanism **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 50.00 **Interim targets:** **Indicator**: b: Number of draft legal acts on the support to victims of terrorism drafted **Means of Verification:** GOP/provincial governments correspondence, minutes and reports Draft law/official gazette M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**	

	Indicator: c: Number of persons (victims of terrorism) undergone vocational training (disaggregated by sex and persons with special needs) **Means of Verification:** GOP/provincial governments correspondence, minutes and reports M&E databases, tools and reports Vocational Training report **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 250.00 **Interim targets:**	
Output SP4.03 – Outcome 4.3: State and community collaborate in prevention and countering of violent extremism **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of community representatives interact with the authorities to jointly counter violent extremism **Means of Verification:** GOP/provincial governments correspondence, minutes and reports M&E databases, tools and reports Interactions with the Police points of contact **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 25.00 **Interim targets:** **Indicator**: b: Number of community members with better understanding of the risks of extremist rhetoric. (disaggregated sex/age and persons with special needs) **Means of Verification:** M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 200.00 **Interim targets:** **Indicator**: c: Number of cases of violent extremism reported to the authorities **Means of Verification:** Reports of the PoC Criminal records **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 25.00 **Interim targets:** **Indicator**: d: Extent to which counterparts applied knowledge and skills to their workplace **Means of Verification:** - Training assessments, and training evaluation reports **Interval**: 01/12/2021 - 31/12/2025	**Risk:** Changes in GoP/provincial government priorities **Impact:** HIGH **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points **Risk:** Community members are not responsive to the initiatives of the project **Impact:** MEDIUM **Mitigation Plan:** -Sensitization and awareness sessions to be conducted to orient the community members regarding the initiative - Presentation and sharing of successful interventions **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19. **Risk:** Security risk for project staff as well as for project stakeholders

	Baseline: No baseline exists **Target**: Advanced techniques adopted by the counterparts during their regular activities **Interim targets:**	**Impact:** HIGH **Mitigation Plan:** -Implement UN security measures - Maximise the use of local personnel and work through GOP institution
Activity SP4.03.01 – Output 4.3.1: Knowledge on prevention of violent extremism and trust in the state amongst communities enhanced **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of training modules developed and disseminated for the police on recognizing and addressing violent narratives **Means of Verification:** GOP/KPK correspondence, minutes and reports M&E databases, tools and reports Draft SOPS and training modules **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of public campaigns on CVE organized **Means of Verification:** GOP/KPK correspondence, minutes and reports M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:** **Indicator**: c: Number of police CVE Points of Contact at district level established **Means of Verification:** GOP/KPK correspondence, minutes and reports M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 25.00 **Interim targets:** **Indicator**: d: Number of officials trained on recognizing and addressing violent narratives (disaggregated by sex, persons with special needs) **Means of Verification:** GOP/KPK correspondence, minutes and reports M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 200.00 **Interim targets:**	
Activity SP4.03.02 – Output 4.3.2: Tools to deconstruct and de-idealize & violent narratives developed	**Indicator**: a: Number of visual awareness raising campaigns (films) for CVE developed **Means of Verification:** Correspondence with the stakeholders, meeting minutes and reports, training evaluation sheets	

Org. Unit Responsible: 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	M&E databases, tools and reports Online feature of the films, social media records of the campaigns **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:** **Indicator**: b: Number of community members trained on CVE (disaggregated by sex/age and persons with special needs) **Means of Verification:** Correspondence with the stakeholders, meeting minutes and reports, training evaluation sheets M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 200.00 **Interim targets:**	
Output SP4.04 – Outcome 4.4:Pakistan's legal and institutional framework counter terrorist financing in accordance with international standard and obligations **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Percentage increase on compliance with the FATF recommendations to Pakistan **Means of Verification:** FATF recommendations to Pakistan Correspondence with the GoP/provincial governments, meeting minutes and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 26 out of 27 action items (Grey list) 35 out of 40 recommendations (APG mutual evaluation report) **Target**: 30% increase against the baseline **Interim targets:** **Indicator**: b: Number of cases of terrorist financing detected by relevant authorities **Means of Verification:** Trial records, provincial and federal crime data and statistics; FATF recommendations to Pakistan Correspondence with the GoP/provincial governments, meeting minutes and reports; **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 370.00 **Target**: 465.00 **Interim targets:** **Indicator**: c: Number of officials from investigative and judicial institutions trained on terrorism financing (disaggregated by sex, and persons with special needs) **Means of Verification:** Training sessions and sensitization workshops' evaluation	**Risk:** CFT assumes different channels for illicit funds flow **Impact:** MEDIUM **Mitigation Plan:** -Maintain close coordination with the public and private financial institutions as well as DNFBPs to calibrate the scope and pace of cooperation **Risk:** Changes in priorities of the provincial governments **Impact:** HIGH **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities. **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for

	sheets Correspondence with the GoP/provincial governments, meeting minutes and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 552.00 **Target**: 1000.00 **Interim targets:** **Indicator**: d: Extent to which counterparts applied knowledge and skills to their workplace **Means of Verification:** - Training assessments, and training evaluation reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: No baseline exists **Target**: Advanced techniques adopted by the counterparts during their regular activities **Interim targets:**	COVID-19. **Risk:** Security risk for project staff as well as for project stakeholders **Impact:** HIGH **Mitigation Plan:** -Implement UN security measures - Maximise the use of local personnel and work through GOP institution
Activity SP4.04.01 – Output 4.4.1: Investigation and prosecution of terrorism financing-related cases, improved **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of training manuals on terrorism financing for the LEA developed **Means of Verification:** GOP/provincial governments correspondence, minutes of meetings and reports M&E databases, tools and reports Training Manual **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 1.00 **Target**: 2.00 **Interim targets:** **Indicator**: b: Number of CFT risk guides developed **Means of Verification:** GOP/provincial governments correspondence, minutes of meetings and reports CFT risk guide **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: c: Number of sensitization sessions for judges on CFT organized **Means of Verification:** GOP/provincial governments correspondence, minutes of meetings and reports M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 6.00 **Interim targets:**	

	Indicator: d: Number of officials trained on CFT investigation (disaggregated by sex and persons with special needs)) **Means of Verification:** GOP/provincial governments correspondence, minutes of meetings and reports M&E databases, tools and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 500.00 **Target**: 1000.00 **Interim targets:** **Indicator**: e: Number of policy documents developed on Non-Profit Organizations (NPOs) involvement in terrorism financing **Means of Verification:** GOP/provincial governments correspondence, minutes of meetings and reports M&E databases, tools and reports SOPs and Policy briefs **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:**	
Activity SP4.04.02 – Output 4.4.2: Understanding of the CT officials on CFT increased towards a higher number of investigations into terrorism financing cases **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of automated systems of Suspicious Transactions Reports (STR) and the Currency Transactions Reports (CTRs) delivered **Means of Verification:** Online/automated STR/CTR system; GOP/provincial governments correspondence, minutes of meetings and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of officials trained on CTR and STR (disaggregated by sex and persons with special needs) **Means of Verification:** GOP/provincial governments correspondence, minutes of meetings and reports M&E databases, training evaluation sheets **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 50.00 **Interim targets:** **Indicator**: c: Number of officials attending a study visit on CFT to a partner country (disaggregated by sex and persons with special needs) **Means of Verification:** GOP/provincial governments correspondence, minutes of	

	meetings and reports M&E databases, training evaluation sheets **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 20.00 **Interim targets:**	
Activity SP4.04.03 – Output 4.4.3: Knowledge of the public and private sector about CFT increased, towards greater reporting of terrorism financing to the LEAs **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of mechanisms developed on reporting of terrorism financing developed **Means of Verification:** Automated mechanism on reporting of terrorism financing GOP/provincial governments correspondence, minutes of meetings and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: b: Number of Guideline documents developed on initiating inquiries on terrorism financing **Means of Verification:** SoPs/Guidelines/Policy Documents GOP/provincial governments correspondence, minutes of meetings and reports **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 1.00 **Interim targets:** **Indicator**: c: Number of awareness / outreach documents on CFT developed **Means of Verification:** Online/awareness raising material and information about CFT **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:** **Indicator**: d: Number of participants among the banking sector, NPO and service providers trained on CFT (disaggregated by sex and persons with special needs) **Means of Verification:** GOP/provincial governments correspondence, minutes of meetings and reports M&E databases, training evaluation sheets. **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 200.00 **Interim targets:**	

Output SP4.05 – Outcome 4.5: Pakistan's authorities and international partners coordinate frequently to counter domestic and international terrorism **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of initiatives undertaken for compliance with national and international legal instruments in line with best practices **Means of Verification:** GoP/Provincial Governments /UNODC correspondence, meeting minutes, and reports M&E databases, tools and reports, media releases Draft TORs/ SOPs/ Guidelines/training curriculum and manuals **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 5.00 **Interim targets:** **Indicator**: b: Number of initiatives in countering domestic and international terrorism recognized in international fora **Means of Verification:** Statistics provided to the UNODC by the GoP; Annual CT criminal database/statistics; GoP/Provincial Governments /UNODC correspondence, meeting minutes, and reports M&E databases, tools and reports, media releases **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 2.00 **Target**: 5.00 **Interim targets:**	**Risk:** Availability of law enforcement officials to take part in the project services **Impact:** HIGH **Mitigation Plan:** Maintain close coordination with the local and national government as well as with communities, human rights and environmental groups to calibrate the scope and pace of cooperation **Risk:** Changes in priorities of GoP/Provincial Governments **Impact:** HIGH **Mitigation Plan:** -Continue to work closely with government counterparts and Programme Governance Committee - Ensure proactive and continuous outreach to Government partners to effectively communicate UNODC and donor priorities - Establish relationships and engage immediately with newly appointed ministers/focal points **Risk:** Natural disasters and pandemic of contagious diseases such as Dengue and COVID-19 affect timely implementation of planned activities **Impact:** HIGH **Mitigation Plan:** -Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions - Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19. **Risk:** Relevant GOP/Provincial departments are responsive and agree to work together **Impact:** MEDIUM **Mitigation Plan:** -Inclusion of all stakeholders from platforms of Strategic Oversight Committee and Thematic Expert Groups will facilitate programme buy-in and ownership amongst stakeholders - Pro-active engagement with government counterparts to effectively communicate UNODC strategy

		Risk: Risk of overlaps between the different projects across Pakistan on governance and security Impact: MEDIUM Mitigation Plan: -Regular participation in meetings organised by other agencies including UN - Participate in joint programming exercises to ensure coherence and cooperation - Communicate clear mandates of UN agencies, and joint planning carried out to avoid overlapping Risk: Security risk for project staff, partners and project stakeholders Impact: HIGH Mitigation Plan: -Implement UN security measures - Maximise the use of local personnel and work through GOP institution
Activity SP4.05.01 – Output 4.5.1: Dialogue on CT solutions between Pakistani authorities and international partners, increased **Org. Unit Responsible:** 13453 – UNODC Country Office Pakistan **Team/Person Responsible:** SP4	**Indicator**: a: Number of meetings with international partners on CT/CVE organized **Means of Verification:** GoP/Provincial Governments /UNODC correspondence, meeting minutes, and reports M&E databases, tools and reports, media releases **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 5.00 **Interim targets:** **Indicator**: b: Number of guidelines for international cooperation developed **Means of Verification:** Draft TORs/ SOPs/ Guidelines/ **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 3.00 **Interim targets:** **Indicator**: c: Number of Pakistani officials attending international fora on CT/CVE (disaggregated by sex, persons with special needs) **Means of Verification:** GoP/Provincial Governments /UNODC correspondence, meeting minutes, and reports M&E databases, tools and reports, media releases **Interval**: 01/12/2021 - 31/12/2025 **Baseline**: 0.00 **Target**: 25.00 **Interim targets:**	

| Activity
SP4.05.02 –
Output 4.5.2: Visibility of Pakistan's contribution to international peace and security, increased

Org. Unit Responsible:
13453 – UNODC Country Office Pakistan

Team/Person Responsible:
SP4 | **Indicator**: a: Number of expert meetings on CT organized
Means of Verification: GoP/Provincial Governments /UNODC correspondence, meeting minutes, and reports
M&E databases, media raleases, videos
Interval: 01/12/2021 - 31/12/2025
Baseline: 1.00
Target: 3.00
Interim targets:

Indicator: b: Number of documentaries developed on Pakistan's contribution to the fight against terrorism
Means of Verification: GoP/Provincial Governments /UNODC correspondence, meeting minutes, and reports
M&E databases, media raleases, videos

Interval: 01/12/2021 - 31/12/2025
Baseline: 0.00
Target: 1.00
Interim targets: | |

3.2. Stakeholders

Government Counterparts
•   Ministry of Narcotics Control (MNC)
•   Ministry of Interior
•   Ministry of Foreign Affairs
•   Federal Board of Revenue (FBR) – Customs
•   Ministry of Law, Justice and Human Rights
•   Law and Justice Commission of Pakistan
•   Ministry of National Health Services, Regulations and Coordination
•   Drug Regulatory Authority of Pakistan (DRAP)
•   National Counter Terrorism Authority (NACTA)
•   National Accountability Bureau (NAB)
•   Ministry of Defence
•   Ministry of Federal Education and Professional Training
•   National Commission on the Status of Women, Ministry of Human Rights
•   Ministry of States and Frontier Regions (SAFRON)
•   Provincial Ministries of Home Affairs/ Provincial Home Departments
•   Provincial Health Department and PACP
•   Provincial Social Welfare and Women Development Departments
•   Anti Narcotics Force (ANF)
•   Federal Investigation Agency (FIA)
•   Intelligence and Investigations FBR (Customs Intelligence)
•   Frontier Corps (FC) of Khyber Pakhtunkhwa (KP) and Balochistan
•   Pakistan Rangers of Punjab and Sindh
•   Pakistan Coast Guards (PCG)
•   Pakistan Maritime Security Agency (PMSA)
•   Frontier Constabulary

- •   Civil Aviation Authority (CAA)
- •   Airport Security Force (ASF)
- •   National Highways and Motorways Police (NH&MP)
- •   Pakistan Railways Police
- •   State Bank of Pakistan
- •   National Police Bureau
- •   National Police Academy
- •   Islamabad Capital Territory (ICT) Police
- •   Provincial Police Departments
- •   Provincial Law Departments and Prosecution services
- •   Provincial Prison Services, National Academy for Prisons Administration
- •   Provincial Labour Departments
- •   Provincial Excise and Narcotics Control (ETN) Departments
- •   Khyber Pakhtunkhwa Khasadar Force
- •   Levies Force in KP and Balochistan
- •   Law and Justice Commission of Pakistan
- •   Federal and Provincial Judicial Academies
- •   Supreme Court of Pakistan, High Courts and District Courts
- •   Federal and provincial legislatures
- •   Provincial Reclamation and Probation Departments
- •   Financial Monitoring Units (FMUs)
- •   Other Law Enforcement Agencies

Non-governmental Counterparts
- •   Various civil society organizations

3.3. Workplan

3.4. South-South and Triangular Cooperation

UNODC has been facilitating Triangular Initiative (TI) forum between Afghanistan, Iran and Pakistan since 2007. Mutually agreed amongst the three countries through a Ministerial-level meeting on 7 May 2008, the TI forum aims at addressing all existing and emerging challenges related to drug trafficking through the Balkan and Southern routes, under the principle of common and shared responsibility. Under this forum, the three countries have also agreed to interact at the technical, senior officials and ministerial levels. Various technical cooperation mechanisms in counter-narcotics and law enforcement cooperation includes establishment of Border Liaison Offices (BLOs) on common border-crossing points, as well as sharing of real-time information and conduct of intelligence-led simultaneous counter-narcotics operations, under coordination of a Joint Planning Cell (JPC) in Tehran. Following the agreement, competent counter-narcotics authorities of Pakistan and Afghanistan have been deploying their Permanent Liaison Officers (PLOs) at the JPC Tehran, as well as maintaining regular contact among the three Country Focal Points (CFPs) based in respective capitals. JPC Tehran is adequately equipped for serving as repository of real-time information and broader coordination with the Central Asian Regional Information and Coordination Centre (CARICC) in Almaty, Kazakhstan, for combating illicit trafficking of narcotic drugs, psychotropic substances and their precursors more effectively.

Under provision of the TI framework, UNODC COPAK has also been facilitating Integrated Border Management (IBM) workshops among Pakistan and Afghanistan since 2013. Several IBM workshops and a high-level conference in Tokyo have helped the two countries in finding solutions to challenges such as drug trafficking, human trafficking and migrant smuggling, as well as smuggling

of other contraband items (cash, firearms, ammunition and explosives, counterfeit goods and medicines, wildlife and cultural property etc).

Under the CPIII, UNODC COPAK will continue facilitating periodic TI technical meetings, Senior Officials Meetings (SOMs) and Ministerial Meetings (MMs). It will also assist the Government of Pakistan in deploying the Pakistani PLO at the JPC Tehran, as well as facilitate Pakistan's participation in meetings of the Regional Intelligence Working Group (RIWGP); CARICC; Financial Action Task Force (FATF) and other forums. COPAK also intends to facilitate IBM workshops among Pakistan and Afghanistan, as well as Pakistan and Iran, to continue efforts against drug trafficking and other transnational smuggling. COPAK shall also explore all means of collaboration for mutual sharing and exchange of knowledge, best practices and key development solutions, such as promoting maritime cooperation between Pakistan and Iran. This would improve connectivity between Pakistan and Iran and members of UNODC-facilitated South-South cooperation framework. COPAK shall also continue efforts to promote the ANF Academy as the 'Regional Centre of Excellence', and to create other mutual learning opportunities.

4. Strategic alignment / Relevance to the UN agency

4.1. Justification for the UN agency involvement

As detailed throughout this programme document, COPAK clearly fulfils UNODC's mandate in Pakistan, and has the potential to do work on these mandate areas.

Reflecting the localization of UNODC's Strategy 2021-2025, CP-III's 4 Sub-Programmes (outlined in more detail in the Logframe) reflect all five 5 main thematic areas:

Sub-Programme 1: Transnational Organized Crime and Border Management
- Thematic areas 1,2,3,4,5

Sub-Programme 2: Criminal Justice and Legal Reform
- Thematic areas 1,2,3,4,5

Sub-Programme 3: Drug Demand Reduction and HIV/AIDS
- Thematic area 1

Sub-Programme 4: Preventing and Countering Terrorism
- Thematic area 4

Link to UN-systemwide initiatives, and other specific SG thematic priorities, at the regional level, UNODC's ongoing and planned engagement in Pakistan and in the broader regions is fully aligned with the calls made by the UN Special Representative of the Secretary-General (SRSG) in her addresses to the UNSC, respectively on 3rd September and 17th December 2020, highlighting the vital role of regional cooperation being both as a contributor to, and a beneficiary of peace. In particular in her address on 3rd September, the SRSG emphasized that "by deepening Afghanistan's regional relationships in the areas of trade and transit, infrastructure connectivity, counter-narcotics, people movements, knowledge transfer and so many other areas, Afghanistan can begin to realize its enormous untapped potential, and take full advantage of its strategic location at the heart of Asia (emphasis added)." UNODC's efforts to promote regional strategic dialogue is also aligned with the objectives within the Memorandum of Understanding on Sub-regional Drug Control Cooperation (MoU). This programme document was developed in close cooperation with the UNODC RPANC, which is also entering its third phase of strategic work. This will ensure an integrated approach to mandate implementation.

Synergies with other Global/Regional/Country Programmes

• RER/DC3 - Regional Programme for Afghanistan and the Neighbouring Countries
• AFG/K61 Country Programme for Afghanistan
• GLO/X99 Global Maritime Crime Programme (GMCP)
• GLO/G80 Container Control Programme (CCP)
• GLO/J88 UNODC's Global SMART (Synthetics Monitoring: Analyses, Reporting and Trends) Programme
• GLO/R35 Strengthening the legal regime against terrorism
• GLO/T32 Global Programme for Strengthening the Capabilities of Member States to Prevent and Combat Serious Crimes
• GLO/T59 Global Programmes against Trafficking in Persons
• GLO/T60 Global Programme on Implementing the Organized Crime Convention: From Theory to Practice
• GLO/T92 Global Programmes against Smuggling of Migrants
• GLO/U40 Global Programme Against Money Laundering, Proceeds of Crime and the Financing of Terrorism (GPML)
• GLO/U61 UNODC Global eLearning - making the world safer from drugs, crime and terrorism
• GLO/Y09 The Paris Pact Initiative Phase IV
• GLO/Z67 Global action to prevent and address trafficking in persons and the smuggling of migrants – Asia and the Middle East
• GLO/Z72 Building effective Networks Against Transnational Organized Crime
• GLOG32 HIV/AIDS prevention, treatment, care and support for people who use drugs and people in prison settings
• GLO/G80 Container Control Programme (CCP)
• GLOK01 Prevention of drug use, HIV/AIDS and crime among young people through family skills training programmes in low & middle-income countries
• GLO/K32 UNODC-WHO Programme on Drug Dependence Treatment and Care
• GLO/K42 Prevention of illicit drug use and treatment of drug use disorders in children/adolescents at risk
• GLOK67 Ensuring access to controlled drugs for medical purposes while preventing diversion and non-medical use
• GLO/Z82 Education for Justice (E4J) under the Global Programme for the Implementation of the Doha Declaration
• IRN/Z76 Country Programme for Iran
• TD PAK J85 (standalone) HIV/AIDS prevention, treatment and care for female injecting drug users and female prisoners in Pakistan

Implementation of the UNODC Strategy

The programme detailed in this programme document will directly contribute to a number of UNODC Strategic thematic areas and Outcomes. The summary below includes highlights, while substantially more granular information is provided in the Logframe.

Thematic Area 1: Addressing and Countering the World Drug Problem

Outcome 1. Improved monitoring and analysis of the world drug problem

This thematic area has been a consistent thread in COPAK's work, across the various sub-programme areas. Support for a new National Drug Use Survey will be a key output that will provide

evidence-based data for the entire COPAK team, GoP counterparts, and NGOs. Mapping and research on the availability and effectiveness of drug treatment services will enable more effective policies and ultimately and more widely available residential and non-residential treatment centres; this information will also feed into public awareness campaigns. Gender sensitive data collection and mapping of preventive activities, particularly at the community level, will identify best practices and gaps. Presenting all of this information to GoP stakeholders and others interested in addressing this problem, through training and networking events, and through efforts to embed updated data into GoP and community information, education and communication materials, will help to embed up to date information into these efforts.

Outcome 2. Improved quality and coverage of drug prevention treatment, care and rehabilitation services, with a focus on youth, women and people in vulnerable circumstances

COPAK will continue to support the cascading of prevention training for professionals who will then build a national network of prevention trainers that can utilize the UPC and the UNODC-WHO International Standards on Drug Use Prevention. Support for awareness raising and outreach in schools and educational institutions as well integrating drug prevention into schools and school curricula will increase sustainability. Initiatives focussed on the level of the family and community, and with attention to people with disabilities will also continue to be a part of COPAK's holistic approach. Professionals trained in and skilled at prevention and prevention techniques will be brought together in a national network to build professional relationships and allow for the exchange of information and best practices.

Introduction of the Strong Families Programme for families living in challenged settings, that can provide an evidence-informed prevention response, building family skills that benefit the health and safe development of their children. This programme helps caregivers and children to deal with difficulties and daily stresses and challenges thus strengthening the family structure and functions to prevent families from drug use, violence and other negative social consequences in the children.

Introduction of evidence-based drug prevention programme in school is important to build stronger bonds in families while improving communication among early youth and parents. Lack of parenting and family involvement and support to adolescents during the cognitive growth, social development, and renegotiations of family relationships, especially the parent–adolescent relationship may exacerbate existing behaviour problems.

Additionally, COPAK will continue to support existing drug treatment centres, with technical assistance (including ANF support for substance use treatment) and capacity building for practitioners. This will include targeted skills training and associated certification programmes for professionals to further the standardization of professional development, increase the quality and consistency of care, and contribute to sustainability, in line with the UNODC/WHO international standards. A network of drug treatment professionals at the national level will be established with quarterly coordination meetings and liaison with ISSUP and MNC and other bodies supporting, as well as a training calendar. Evidence based standards for drug treatment (EBDTS) will be promoted through trainings and capacity building, including eLearning, and associated outreach to policy makers and officials. A Regulatory Mechanism, established by stakeholders committee and trained in operational and monitoring standards and practices, and underpinned by the necessary legal and budgetary frameworks, will ensure standardization and quality at the institutional level, thereby enhancing the quality of drug dependent treatment programmes at all levels including community based, outpatients and residential/centre based interventions.

Outcome 3. Improved access to and use of controlled drugs for medical purposes, and prevention of diversion for nonmedical use

This issue will be approached through an evidence-based approach that evolves in line with good practice and the supporting legislative frameworks. Initially COPAK will explore the three key areas related to increasing access to essential controlled medicines, 1) aligning local policies to existing legislation and regulations around controlled drugs, 2) building capacity of healthcare professionals to understand the importance of rational use of controlled drugs and implement best practices, and 3) review and map the supply chain to identify any gaps or areas that can be strengthened.

Outcome 4. Enhanced forensic capacities and early warning systems, especially those related to new psychoactive substances, in place

COPAK will work with LEAs and public health officials to ensure up-to date awareness of trends related to narcotics and other illegal substances. Work in support of the National Precursor Management System (NPMS) will facilitate information sharing. Ongoing communications among LEA professionals at the border and working in forensic and investigation will ensure awareness of trends, and particular weak spots that facilitate the movement of such substances. This information will also be made available to the public health community so they can tailor their own preventive work and awareness building activities towards the greatest threats facing their communities.

Outcome 5. Improved coverage of comprehensive evidence-based HIV prevention, treatment and care services for people who use drugs and for people in prisons and other closed settings

COPAK will continue to work with Pakistan's public health professionals and other medical experts to support a range of enhanced support services for vulnerable populations at risk of HIV, or who are in needs of treatment. People who inject drugs and their spouses have particular needs, as do people in prisons, so COPAK will support effective standard operating procedures for HIV testing and counselling in these settings. This will require close coordination among prisons administration and public health professional, utilizing available information systems to ensure efficient prison health coordination oversight and service delivery. A special effort will be made among women and girls, to ensure that they are able to access prevention and treatment services. Feasibility studies and awareness sessions on OST will also be held. Technical assistance in support of opioid substitution therapy (OST) and antiretroviral therapies will be provided through expertise and good practice in these techniques, together with dialogue and discussions with GoP decision makers and health care professionals.

Outcome 6. Implementation of improved and better targeted alternative development programmes

In cooperation with the RPANC, and reinforced by the broader One UN approach, efforts to support alternative development and livelihood options will be a part of efforts to deter families – particularly in border and rural areas – from becoming involved in illicit activities, ranging from agriculture to other support for the illicit economy. This will both help to reduce the supply of narcotics, while making economic development at the community level more sustainable. Working with communities to identify other growth and development activities, and support policies and technical support to development the needed infrastructure for these people to exploit such opportunities is a substantial endeavour, but there are examples of good practice that can be shared. Through a combination of dedicated workshops and networking events, and awareness materials that be shared more broadly, at other activities or through trusted counterparts, option for alternative livelihood options can be promoted. While much of this will be focused on

communities – and in particular women, who contribute a great amount to a family's and community's economic prospects – LEAs will benefit from understanding of this element of development, as more opportunities or licit economic activity can reduce the crime associated with the illicit economy.

Outcome 7. More effective criminal justice responses to counter drug trafficking and laundering of related proceeds

COPAK will build on successes with FATF and other protocols and mechanisms to prevent, deter, and interdict the illicit flow of funds that feeds the global illicit economy. Events to improve and ensure compliance with Pakistan's FATF obligations will continue, as will cooperation on implementing relevant action plans. Capacity building courses for Investigation Officers and other relevant officials especially will strengthen institutional frameworks and increase LEA capabilities to investigate money laundering cases. A scoping/assessment study on Illicit Financial Flows (IFF) for Money Value Transfer Services (MVTS) / Illegal MVTS (IMVTS) will be a key step towards developing a set of recommendations and action plan. Events to raise awareness of this criminal activity will bring together public and private sector actors, including banks and other financial institutions, to better and more fully engage them in fighting financial crimes. In addition, Pakistan's participation in regional efforts to stop the flow of illicit finances through ARIN-WCA will help the GoP's key practitioners to make regional connections and learn from good practice from its neighbours.

Outcome 8. The Commission on Narcotic Drugs and its subsidiary bodies enhance international cooperation to discharge its normative functions under the three international drug control conventions

COPAK will continue to support the GoP to ensure its participation in the Commission on Narcotic Drugs and other bodies. Pakistan's ANF is a key partner in this ongoing effort. Ongoing support in ensuring the appropriate legislative frameworks needed to ensure Pakistan's compliance with its international obligations will also continue.

Thematic Area 2: Preventing and Countering Organized Crime

Outcome 1. Development and implementation of more effective legal frameworks, policies and programmes tackling transnational organized crime, in line with the United Nations Convention against Transnational Organized Crime and the Protocols thereto

Through COPAK's work with Pakistan's criminal justice sector, the legislative framework governing LEAs - including the police/investigators and prosecution/judges – will enhance Pakistan's ability to fight TOC. Furthermore, the Programme will support Pakistan in strengthening its legislative and strategic frameworks against organized crime by supporting implementation of UNTOC and the observations emanating from its Review Mechanism. Facilitating awareness of new protocols or legislative good practices will ensure legal and policy experts are up to date. Taking the global standards and the national challenges into consideration, the Programme will support policymakers from Pakistan in developing legislation and strategies for a comprehensive response to organized crime in all its manifestations. COPAK is also in a good position to ensure that legal frameworks, policies and programmes meeting required standards related to human rights gender mainstreaming and disability inclusion.

Outcome 2. Improved detection, investigation, prosecution and adjudication of organized crime cases and assistance to victims

COPAK's work to strength Pakistan's LEAs is a key element in fighting TOC. Work with police and investigators on more effective collection of evidence, and the latest forensic investigation techniques is a key first step in prosecution. The use of mobile forensic units can help to rapidly deploy the tools needed to collect evidence that can be admissible in a court of law. Prosecutors will benefit from training in the conduct and management of complex cases, and enhanced communications between police and prosecutors can improve the information flow and ensure that evidence is appropriately used. Support the professionalization and systematization of the judiciary, for example through the introduction of case management systems, can ensure independent allocation of cases to judges, to reduce the scope for judicial malfeasance. COPAK can also work with its counterparts to share information on the latest development in using IT to fight TOC and the cyber-criminal elements therein, both to stop crimes and seek to recover assets.

Outcome 3. Mechanisms to systematically collect and analyse data to monitor trends and patterns of organized crime activities are established

A gender inclusive research study to analyse trends, patterns, and the magnitude of IFFs related to illicit drug trafficking and other TOC, including cybercrime, is planned for CP III. This data collection exercise will not only provide up to date information, but the process will in addition shine light on data collection needs and gaps among local partners, ranging from border services to provincial police departments. The impact of weak border management systems will be assessed through continuing efforts to professionalize Pakistan's borders – through COPAK, and in coordination with the RPANC. Integrated Border Management (IBM) conferences will bring together members of various Inter Agency Task Forces (IATFs) to analyse the current and emerging trends of drug trafficking, smuggling and other TOC. Improvements in not only collecting data but sharing it with appropriate partners will help to streamline data management and analysis and facilitate the operationalization of such data to launch formal investigations or operations.

Outcome 4. Cybercrime tackled more effectively

The trafficking of drugs, other illicit substances and human beings is an age-old challenge that has been made even more difficult as global IT and communication networks have proliferated among TOC groups. The Darknet provides a road to these illicit marketplaces, while digital currencies facilitate the movement of large sums of money. Ensuring that LEAs are aware of developments in this rapidly changing field is a key first step that will be facilitated through regular events and professional networking. Working with the private sector to ensure that banks or other financial institutions do not play a role in this is also critical. Legislative frameworks that require updating to stay relevant to current cyber-threats may require amendment.

Thematic Area 3: Preventing and Countering Corruption and Economic Crime

Outcome 1. States' legal, policy and institutional frameworks prevent and counter corruption and economic crime risks in line with the United Nations Convention against Corruption and recommendations of its review mechanism, including through promoting transparency in the management of public finances and procurement

COPAK has strong relationships with the GoP and its institutions and will continue to provision expert guidance on how Pakistan can ensure a legislative framework that enables the country to meet its international obligations. In targeted and other events COPAK's team will advise on how GoP can strengthen its anti-corruption efforts. In cooperation with the RPANC and UNODC global programmes, COPAK will ensure that professionals are linked with their counterparts abroad, to share good practice and identify opportunities for improvement.

Outcome 2. Practitioners and other stakeholders take effective action to prevent and counter corruption and economic crime

The continued work of COPAK to professionalize the criminal justice system will contribute to fighting corruption and economic crimes. Strengthened ability of the police to investigate such crimes and collect evidence will be critical, and closely intertwined with continuing development of financial intelligence units. Prosecutors will receive professional development and training in how to effectively prosecute serious and complex crimes. The same instruments and skills used to investigate the illegal transfer of finances and money laundering techniques that feed TOC can similarly be used to fight other financial crime. Public-private partnerships can help to limit the scope of financial institution to willingly or unwillingly aid and abet economic crimes. Awareness campaigns will inform citizens of the scourge and cost of corruption and point them to steps being taken to reduce the scope for such activity. As women and the vulnerable often suffer disproportionately from these crimes, attention to ensure awareness of their rights and avenues to access justice will be key.

Outcome 3. Policymakers, practitioners and other stakeholders implement innovative knowledge-based solutions to prevent and counter corruption

Efforts to fight corruption can benefit from an approach that takes into account both the supply and demand that enable this practice to continue. Close work with LEAs and government officials to better understand the nature of these crimes in Pakistan will be facilitated through COPAK's thick web of activities on all mandate areas, all of which create professional contacts that an inform understanding. Targeted gender sensitive research – thematic and geographic – can help stakeholders to determine how they can most effectively counter these problems. The use of IT systems can help to not only better track public resources, but to systematize the operationalization of public policy to reduce the scope for endemic corruption. At the demand side, citizens can be supported through awareness campaigns of the cost of corruption and economic crimes, to deter the payment of bribes or other day0to-day activities that contribute to systemic corruption.

Outcome 4. Increased cooperation among and between governmental institutions at the local, regional and international levels to prevent and counter corruption, including on asset recovery cases

COPAK's work with LEAs to improve the functioning of the judicial system is key to fighting corruption, bringing together policing, investigation, and prosecution. COPAK's work with counterparts to prevent and investigate financial crimes is supported by regional efforts to tackle the transborder elements of such crimes. The RPANC's support for ARIN-WCA will be one key element, and Pakistan's effective participation in this and other frameworks and mechanisms will strengthen domestic response and international coordination. Asset recovery will be support through ensuring sufficient legal frameworks as well as best practice in implementing the recovery process. Citizen's awareness of this process will strengthen trust in the justice sector and create a demand for cleaner government and public service.

Outcome 5. Member States actively engage in intergovernmental processes to fast-track the United Nations Convention against Corruption and the implementation of Sustainable Development Goal 16

COPAK will continue to support the GoP and independent actors/NGOs as they engage beyond the border of the country. Activities to build professional and community networks will facilitate more

active participation in these for a, and ability to effectively and accurately report on progress towards both the Convention as achievement of the SDGs.

Thematic Area 4: Preventing and Countering Terrorism

Outcome 1. More effective and accountable criminal justice responses to all forms of terrorism, including the financing of terrorism

Strengthening the justice sector to better fight and adjudicate organized crime and corruption will in addition strengthen the country's ability to fight terrorism. Professional development of LEAs will strengthen the ability to investigate terrorism, through pro-active investigation and use of top-class forensic investigation methods in the event of terrorist attacks. Information sharing among LEAs and intelligence actors can help to prevent and interdict attacks and streamline investigations. Just as illegal financial transactions – through traditional means but also through the Darknet/Internet – feed TOC, so these same tools can be used by terrorist organizations. Therefore, efforts to increase the GOP's ability to fight financial crimes and money laundering will in addition help to fight against the financing of terrorism.

Outcome 2. Increased international cooperation to prevent, detect and adjudicate cases related to terrorism

Pakistan's Preventing Terrorism Program (PTP2) will be a critical element in improving Pakistan's ability to work across borer t fight against terrorism. COPAK will support the GOP to effectively engage and share information in international forums, and close cooperation with the RPANC will ensure standing and consistent mechanisms for joint, cross-border work. The sharing of LEA good practices investigation, case management, and prosecution will support progress on these often-complex cases. Judicial support and training can ensure judges can effectively adjudicate. Plans to integrate more innovative IT tools- including interlinked information databases and analysis tools – to improve rights-based law enforcement in general will at the same time support investigation and the building of cases related to terrorism.

Outcome 3. More widespread and effective application of human rights compliant measures to prevent radicalization to violence, with a focus on protecting children, youth, women, victims of terrorism and vulnerable groups, in responses to terrorism

Efforts to prevent radicalization and violent extremism will represent a downstream effort to prevent the rise and expansion of terrorist recruitment and terrorist acts. Awareness raising will be one element of this effort – including awareness of the criminal penalties and other risks. However, in addition, these activities will ensure that those people who are already the most vulnerable in a society are not further targeted for abuse through violent radicalization techniques. Family and community-level activities will address the risks of extremist recruitment and seek to engage the whole of community – but in particular women and youth the recognize the signs of radicalization and to take steps to prevent it. Work with NGOs and schools will be important to ensure that these techniques are mainstreamed, to reach more people, and in turn further strengthen local level resilience.

Outcome 4. Implementation and adoption of the international legal framework against terrorism and other relevant standards

As COPAK enjoys a close working relationship with the GoP and all agencies/bodies involved in countering terrorism, there will be a strong foundation for working together to ensure that

international legal frameworks and other standards are harmonized and up to date. Through ongoing networking and professional development events, legislation can be streamlines and harmonized, while at the same time educating practitioners in the state of the art of legislation and implementation. COPAK, together with the RPANC, can encourage learning from good regional practice, and can also ensure that legal framework is interoperable to the extent possible, to facilitate transborder investigations and cooperation. COPAK is in a particularly good position to ensure that throughout such efforts, an approach based on human right, gender rights and disability rights is sufficiently embedded.

Outcome 5. Increased adoption and implementation of effective, human rights-based and accountable policies, strategies and approaches to prevent and counter terrorism and violent extremism which can lead to terrorism

COPAK's approach ensures that law enforcement is effective yet grounded in a rights-based framework. Creating more opportunities for the GoP to explain changes and innovations in policies and approaches to preventing and countering terrorism is key in ensuring that citizens understand what is being done. This in turn enables more tailored community-based approaches – which are key to effective implementation of policy, particularly in terms of prevention. A whole of society approach that includes women, youth, vulnerable groups, minorities, and the disabled, is key in addressing the root drivers of extremism sand terrorism, as well as of developing healthy relationship with LEAs to respond to terrorist acts that do happen.

Thematic Area 5: Crime Prevention and Criminal Justice

Outcome 1. Strengthened access to justice for all through more effective, fair and accountable criminal justice systems, from policing to prosecution and the judiciary

COPAK's past and planned programmes to continue to work with the police, prosecution, judges and the prisons will improve performance of this sector of society and build trust. Identification of the needs and gaps with regard to the requirements of the UTPs for communication with their legal aid providers, lawyers and their families are met, A network of legal aid providers will be built/strengthened in Sindh by engaging the Sindh Bar Council and connect law firms with prisons setting clear standards for law firms. Furthermore, the project will bring together legal aid providers, judges, prosecutors, and other relevant stakeholders, to leverage communication and knowledge on how to deal with cases where accused or suspected persons could be spared from pre-trial detention. Ensure that Justice system professionals take on the responsibility to enable citizens to access justice is key, and access to justice programs will continue, targeting those most vulnerable who have traditionally lacked such access. Explanations of the reforms underway will be important in raising trust among the populace.

Outcome 2. More effective, community- and knowledge-based crime prevention

Working with citizens to prevent crime – including organized crime and terrorism – is a key element in a sustainable and whole society approach to building resilient communities. Sharing data on the prevalence of crime – at the local or higher levels – is a good first step. Bringing together community leaders and law enforcement professional to build ties and relationships is important and can be enhanced through telephone hotlines or other systematic communications. The progressive release of new mechanisms to fight crime – for example through the use of new information management systems, or new community outreach programs – can inform and serve as good practice for others. Furthermore, the Programme will support regional counterparts in enhancing the use of UNODC-

developed tools of knowledge management on organized crime and terrorism, such as the UNODC SHERLOC Portal and its Directory of Competent National Authorities.

Outcome 3. Violence against women is prevented, and increased access to gender-responsive justice for women and girl victims of violence or in vulnerable situations

Preventing violence against women is critical and requires a multi-faceted approach. COPAK has strong experience in this, and can work in close cooperation with other partners, including in the One UN approach. Ensure that Pakistan's legal framework enables effective prevention and prosecution facilitates the working environment in this area. Working with law enforcement and government officials to ensure they are aware of their international obligations is also important, through pre-service and in-service training and professional development. Working with female professionals and designating female focal points can create a direct connection between LEAs and the women and girls in a community. Working with communities, ensuring that women and girls understand their rights and options is important, in general but also among the most vulnerable, however working with men to reduce the acceptability of gender-based violence is also necessary, to step the violent from the source. While good practices exist in Pakistan. There are also lessons that can be learned throughout the region, which will be facilitated through close coordination with the RPANC.

Outcome 4. Strengthened prevention of and responses to violence against children, including by terrorist and violent extremist groups, and enhanced access to justice for children

Terrorism and violent extremism often prey on the most vulnerable in a society. Community based efforts to prevent radicalization and violent extremism will have a strong focus on youth, to raise awareness of the risks but also to offer alternate visions. Engaging young people in developing message and outreach is key to integrating the youth voice. Cooperation with the RPANC on Alternative Livelihoods can provide different perspectives to young people and deter them from engagement in illicit activities ranging from trafficking to TOC to violent extremism. Victims of terrorism and violent extremism require sustained community support, as well as access to justice and redress.

Outcome 5. Comprehensive and gender-responsive penal and prison reforms implemented to reduce the overuse of imprisonment, prison overcrowding and other prison challenges, including radicalization and violent extremism in prisons

Improving the country's prison system is important in addressing weaknesses in the final stage of the criminal justice system – incarceration. Aligning polices in line with international good practice presents an ongoing opportunity for dialogue. Regional cooperation to exchange good practice among countries that often face similar challenges can provide concrete examples of what does and does not work. Effective prisons oversight and management can ensure a rights-based and gender sensitive response – in general but also in terms of accessing basic public health while in prison. Access to legal aid, particularly for Under-Trial Prisoners, is crucial to enable the release of those held in pre-trial detention unlawfully, or for excessive periods of time. COPAK has provided free legal aid to 522 UTPs in Sindh as of now and is planning to increase awareness and sensitization of the relevant provincial stakeholders about the rights of prisoners, communication needs like connecting with families and legal councils and establishment of provincial network on free legal aid which include bar councils, lawyers, civil society, prosecution department and legal aid firms. Also working on bridging the gaps among police, prosecutors and prison officials to reduce overcrowding in prisons. Alternatives to incarceration, such as parole, can reduce the prison population and facilitate rehabilitation. All of these options require a suitable legal framework, and

close work with LEAs to build systems that work better, and work with communities to ensure that post-release opportunities are available to reduce recidivism, and, in the work cases, a return to violent crime or terrorism.

Outcome 6. Enhanced implementation of global policy commitments on crime prevention and criminal justice

UNODC's Strategy 2021-2025, the RPANC, and the Country Programme will ensure a multi-level approach to support Pakistan as it works to meet its international commitments. This will include ensuring appropriate legal frameworks, building the capacity of government officials, LEAs and other practitioners to implement new policy, and awareness raising among the populace.

4.2. Alignment with United Nations Sustainable Development Cooperation Framework

UNODC's mandate to assist partner countries in their efforts to improve global security by reducing the prevalence and impact of illicit drugs, associated criminal activity and the threat of terrorism is grounded in a whole of society approach, and is explicitly linked to the progressive achievement of the Sustainable Development Goals (SDGs).

The 2030 Agenda for Sustainable Development provides a comprehensive framework for tackling the cross-cutting priority areas that provide the foundation for sustainable and equitable development. Effective and independent rule of law and access to justice, and a health-focussed approach to addressing the human and social problems associated with drug use are pivotal, as the absence of these complementary elements negatively impacts the development of societies in which all individuals may thrive. The SDGs complement and support the work of UNODC and its partners in Pakistan, linking local work to this global agenda.

The following describes in more detail just some of the SDGs that COPAK will help to achieve.

SDG3: Ensure healthy lives and promote well-being for all at all ages

COPAK's years of experience in promoting a public health centred approach to reducing the harmful effects of drug use and drug use disorders enhance the GoP's efforts to make towards SDG 3. By supporting and providing technical expertise in support of evidence-based policies and programmes, UNODC promotes drug prevention, treatment and care programmes that improve lives and future prospects. (target 3.5 on strengthening drug prevention and treatment, target 3.4 on reducing mortality of non-communicable diseases and promoting mental health, 3.8 Universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all and 3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all.

In addition to countering the harmful effects of drug use, the Country Programme works with partners at all levels to improve HIV/AIDS prevention, treatment, and care efforts, including among marginalized populations, women, PWIDs, prisoners, and refugees. COPAK's support for rigorous data collection will be marked in CP III in particular by a new National Drug Use Survey, which will provide data that will influence policymaking and programming for years to come.

SDG5: Achieve gender equality and empower all women and girls

Policies and programmes that support gender equality and improved opportunities for women and girls are a pillar of the SDGs, aiming to strengthen development prospects by enabling the full potential of all people, in every community. Investment in women and girls is not simply needed to ensure stronger human rights protection but is closely linked to a stronger socio-economic outlook. Throughout Phase I and II, COPAK has worked with its local counterparts to apply global best practices and learn about local, community-based approaches to empowerment that work. COPAK communicates regularly with UNODC gender experts and focal points, and uses tools such as the gender mainstreaming checklist, to embed the issue of gender in programme conceptualization, development, implementation, and evaluation. COPAK's efforts to counter TIP/SOM includes specialized attention to the risk of this criminal activity on women and girls. Work with LEAs and government bodies on hiring and training women, and on fully realizing the skills and abilities that women can bring to this profession, practices broaden participation in these fields and improves capacity. Public outreach and information campaigns are increasingly designed with gender sensitivity in mind, including female voices in the development of information and outreach, and ensuring that strategies effectively reach men and women, boys and girls, alike.

SDG10: Reduce inequality within and among countries

Pakistan's own Vision 2025 was built on the premise that Pakistan must ensure a concerted development plan in order to keep up with the pace of development seen among neighbours both near and far. Support for concrete infrastructure is important, but even more important, investment in human capital and potential is critical – especially for a country that has a very large youth population hungry for opportunities. Support for robust growth in licit economic activities can help to reduce the scourged of illicit criminal activities. For example, fighting against TIP/SOM in Pakistan as a source, transit, and destination country helps to weaken criminal trafficking networks while also strengthening domestic and international mechanisms that support orderly and safe migration policies. The inclusive and evidence-based policies COPAK and its partners pursue contributes to progress in the Country Programme implementation but can also spill over into other areas of public policy. COPAK's commitment to building the capacity of government counterparts at all levels enhance their ability to effectively engage in regional and global initiatives of all kinds, through constructive exchange of good practices and ongoing development, implementation, and refinement of policies across a range of economic and social sectors. In addition, COPAK endeavours to reduce inequality within and among countries by empowering and promoting the social, economic, and political inclusion of all, including persons with disabilities.

SDG16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Since the start of Phase I of COPAK, UNODC has contributed to progress towards this goal, as many of the SDG targets are directly reflective of past and future objectives. Close collaboration with stakeholders in the justice system to prevent, interdict, and prosecute criminal activity supports development of less violent societies in which there is greater access to justice. Transparent and accountable government and effective judicial systems can enhance the quality and inclusivity of governance at the community and national level, while also strengthening a country's abilities to engage effectively at the international level. TIP/SOM crimes are often linked to the broader criminal networks that centre on illicit narcotics while expanding into other illegal activity, and these crimes often have the direst impact on women and children. COPAK's successes to date in supporting the GoP in making progress towards this SDG has been and will continue to be based on strengthening regional financial intelligence units and improving intelligence collection and sharing;

enhancing prison management and alternatives to incarceration through the provision of technical expertise; and strengthening national and provincial capacity to jointly counter cybercrime, TIP/SOM and terrorism through cooperation, communication and good practice exchange.

SDG17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Just as Vision 2025 provides a future goal to which Pakistan may aspire, SDG 17 is broad and aimed at ensuring that all states have the capacity to effectively shape and implement the policies and initiatives necessary to fulfil the 2030 Agenda. UNODC's efforts play an important role in achieving progress in several targets. Ongoing provision of technical expertise to financial intelligence units and the Ministry of Finance aimed at assisting stakeholders in combatting financial crimes and illicit transactions will contribute to a higher quality financial system overall, including more efficient licit revenue collection and greater transparency in transactions. UNODC's work with government counterparts and experts, including supporting these voices in national, regional, and global fora contributes to greater international collaboration, and in turn, improved national policies. Relationships between government agencies and independent civil society actors – including in the judicial, health and education sectors – promotes the full range of public, private, and public-private partnerships.

Link to UN-systemwide initiatives, and other specific SG thematic priorities.
The UN Secretary-General's Ten Priorities for 2021 are:

- Respond to COVID-19
- Start an inclusive and sustainable economic recovery
- Make peace with nature
- Tackle poverty and inequality
- Reverse the assault on human rights
- Gender equality, the greatest human rights challenge
- Heal geopolitical rifts
- Reverse the erosion of the nuclear disarmament and non-proliferation regime
- Seize the opportunities of digital technologies while protecting against their growing dangers
- Launch a reset for the 21st century

This "decalogue" provides a summary of the broad contextual priorities that – if addressed – can facilitated the achievement of the SDGs. While COPAK's mandate indirectly touches on all of these social, economic, and political issues, in Phase II UNODC's work in Pakistan will make a direct contribution towards Priorities 1, 5, 6, 7, and 9, in 2021 and continuing through the full phase III.

5. Project Management and Implementation

5.1. Coordination arrangements

A Commitment to Harmonized and Integrated Programming

As outlined in granular detail in the Logframes, CP-III is structured according to four specialized Sub-Programmes, based on analysis of current priorities and needs and reflection on the progress made in Phases I and II. While each Sub-Programme has a clear set of objectives, outcomes, and outputs as detailed in their logical framework documents, there is an understanding throughout the COPAK team that all of the Sub-Programmes are working toward the same goal – ensuring that the

government of Pakistan is increasingly able to meet its UN commitments and ability to reduce the threats of drugs and crime in the country. Therefore, in the planning process for this third phase, while the Sub-Programme teams brought their expertise to the process, broader strategic discussions have aimed at demonstrating the complementarity among interventions, and the similarities in articulated end states. As just a few examples, reducing the negative impact of trafficking and TOC (SP 1) requires specialized expertise, but also ultimately depends on the health and effectiveness of the criminal justice sector (SP 2). Reducing drug demand through prevention and treatment (SP 3) is grounded in a public health approach to this challenge but is also deeply affected by SP 1's achievements in reducing the availability of illicit drugs in communities. Support the GoP in implementing its Terrorism Prevention Programme (2020-2023) requires the specialized skills held by experts in SP4, but also benefits from progress in work with law enforcement agencies (LEAs) through SP 1 and SP2.

Internal consultations have confirmed the need to ensure and integrated COPAK approach to programme design and monitoring, and also to government counterpart and donor communications and outreach. Full team discussions conducted in the preparation of CP-III provide a good foundation for continued harmonized programming over the next five years.

Coordination with Government Counterparts

Building on the good practices of CP-I and CP-II and the findings from the Cluster evaluation, the new country programme will coordinate and communicate with government counterparts on a continuous basis. COPAK will share ownership with national stakeholders and mutual accountability through annual Programme Governance Committee (PGC) meetings; continue its flexible approach in responding to GoP needs and challenges; continue the evaluation of programme activities and share results; establish Sub-Programme Technical Committee (SPTCs) to work on thematic areas; and regularly interaction with key implementing partners.

In addition, and as noted above, COPAK will ensure a participatory and inclusive process of implementation through continued dialogue and cooperation with civil society. This will increase accountability of the programme, as well as of counterparts. It will also enable the UNODC to have a direct line with the downstream beneficiaries of the programme's activities. The combination of top-down and bottom-up engagement will position UNODC as a coordinating force among the international community and facilitate continue effective coordination with donors and regional partners.

5.2. Governance arrangements

Over the first two phases of engagement, the CP governance system has ensured that the programme can balance strategically developed programming with long-term objectives with a flexible approach that recognizes the reality of changing priorities. COPAK requires flexibility in recalibrating its work in the face of challenges such as high turnover of GoP staff, and lack of predictable funding, but also unexpected global events such as COVID-19 or the changing situation in Afghanistan. This approach – balanced proven methods of communication and coordination with a commitment to flexibility and responsiveness - will continue.

This section outlines the suggested governance and oversight, and implementation arrangements for the CP as the UNODC moves into the next four-year period. Utilising the identified best practices from CPI, while improving and innovating as possible based on experience and new management and technology options, the new CP will be able to operate more effectively and flexibly along with

the changing needs and priorities of the GOP as well as fluctuating geo-political environment as well as the UNODC's strategic focus.
Strategic Oversight Committee

The Strategic Oversight Committee will be the main responsible forum for providing strategic direction and oversight for the UNODC's country programme. The SOC will seek inputs from Thematic expert groups of each sub-programme and will ensure synergies among priority areas. The Committee will constitute of Lead Agencies of all thematic expert groups along with Ministry of Foreign Affairs and Ministry of Economic Affairs. It is recommended that the PGC comprises of Federal Secretaries (or their representatives) of the following ministries, divisions and departments, in addition to Chief Secretaries of provinces or their representatives:
•   Ministry of Narcotics Control (co-chair)
•   Ministry of Foreign Affairs
•   Ministry of Economic Affairs
•   Ministry of Interior
•   National Commission on the Status of women (Ministry of Human Rights)
•   Ministry of National Health Services Regulation and Coordination
•   National Accountability Bureau
•   National Counter Terrorism Authority

It is recommended that the SOC continue to meet at least once a year to build and reinforce relationships, and in particular do the following:
•   Review CP implementation and evaluation of results, based on the Annual and Semi-annual Progress Reports.
•   Review annual work plans for the country programme and SPs on outcome and output level.
•   Review annual work plans submitted by UNODC in advance of January meeting for the thematic Expert Groups

Sub-Programme Technical Committees
In in addition to the Strategic Oversight Committee, each Sub-Programme will have) Thematic Expert Groups. These expert groups will contribute to planning management and improved coordination with all involved institutions. Following are Seven Thematic Expert Groups which will contribute to sub programmes:
•   Drug Trafficking and TOC
•   TIP/SOM
•   Cybercrime
•   Rule of Law and Legal Reform
•   Anti-corruption and Anti Money Laundering
•   Drug Demand Reduction and HIV
•   Terrorism Prevention

The Thematic Expert Group responsibilities include the following:

•   Reviewing progress in implementation and the delivery of outputs (based on six-monthly and annual progress reports provided by UNODC)
•   Review relevance and efficiency of UNODC support to GoP agencies' operational needs.
•   Provide input to CP annual work plans and budget estimates.
•   Assist in resolving implementation obstacles, especially related to inter-agency cooperation.

These groups will convene at least twice per year, with facilitation and secretariat support from the UNODC. These meetings will be of a more technical nature and GOP representatives will continue to comment, review and advise on work-plans drawn up by UNODC, in close consultation with national stakeholders. The input from the meetings will continue to be considered within the context of the outcomes and outputs for CP-III.

5.3. Resource Mobilization

This resource mobilisation strategy is designed to assist UNODC COPAK programmes to source appropriate funding to support their stated objectives. A combination of multi-year donor pledges and more discrete support will be combined to reach the big picture goals outlined in this document. The development of this CP-III document, and the accompanying fundraising strategy will help to prioritise the need to enhance resource mobilisation capacities and efforts at all levels and to create a sense of joint ownership with UNODC, government counterparts, independent actors, and donors.

As a member of the UN Country Team (UNCT), UNODC COPAK extensively coordinates with the UNRCO to streamline planned activities and priorities with the UN SDCF. The UNRCO brings together agencies for innovative joint UN agency work and fundraising, ensuring proper demarcation of work and collaboration between different agencies to maximise results.

UNODC expects to mobilise resources for CP-III from a variety of sources, including:
•   UNODC global and regional programmes, funded outside of Pakistan
•   Bilateral donors
•   Multilateral donors
•   Multi-donor trust funds
•   Government of Pakistan support

In support of a multi-faceted funding strategy, and informed by the UNODC Fundraising Plan 2021-2025, the COPAK resource mobilization effort will be based on three main tracks:

Track 1: Expanding the Partnership Base

Throughout Phases I and II, COPAK has enjoyed the support of a dedicated group of funders. These partnerships will be confirmed and renewed, with a focus on multi-year strategic support and targeted programmatic work on discrete subject matter areas that reflect GoP need and donor interest. In addition, cooperation and coordination with other UN bodies (for example, UNICEF, WHO, UNHCR, UNAMA and UNRCCA) and multi-partner trust funds will complement bilateral donor support.

To reach out to current and new donors alike, a variety of outreach tools that highlight successes and impact, while explaining the operational context, will assist in customizing donor targeting. A Donor-Wise analysis provides a structured way to identify and track funding partners, assessing the following:

•   Donor
•   Advocacy strategy for that donor
•   Intervention/activity to target
•   Strategy outreach approach
•   Indicative amount

Each of these categories of donors has a role to play and will be a part of resource mobilisation.

• Core Donors: Ongoing, close and coordinated contact is vital, as multiple funding windows can be explored on a regular basis
• Small Current Donors: Regular programme updates can be delivered to maintain targeted interest focused on discrete activities and deliverable
• New Prospective Donors: By assessing the interest and relevant non-COPAK interests and investments, these donors can be strategically approached, demonstrating complementarity and emphasizing COPAK's strengths as a value multiplier.
• New Potential Small Donors: Small grants or provision of technical or other in-kind support (e.g., targeted expertise, trainers) can play an important role when embedded into broader programming, while at the same time increasing the number of actors vested in COPAK and UNODC's mandate fulfilment.

Advocacy and communications with these donors will be carefully planned, with outreach targeting both high-level executive discussions and middle/professional level expertise and subject matter discussions. Events can also provide an opportunity for engagement with donors, demonstrating the lived outputs of programming. COPAK is acutely aware of the need to coordinate on this among the Sub-Programmes and has in Phase 2 begin to take steps to improve this aspect of management and communications.

Track 2: Diversifying the Partnership Base

COPAK will also seek to expand the network of donors financially supporting the goals of the Programme. New donors will be approached, to outline the substantial foundational work done in the first two phase of COPAK, and to encourage them to become involved in building on this momentum.

The support of the GoP will be important in this effort, as contributions from GCs, whether financial or in-kind, demonstrates support that can be attractive to potential new donors. These dynamics can help to build momentum and can enhances programme implementation and sustainability.

The partnership base can also be expanded through increased outreach to and communication with the private sector, private foundations, and international financial institutions (IFIs), all of which have an interest in the successful achievement of the goals of the RP. For example, private sector IT firms are well positioned to support projects aimed at integrating innovative IT solutions into programming. Among the IFIs, the IMF, WB, Asian Development Bank, and EBRD can support strategic and niche programmatic engagement.

Track 3: Identifying New Opportunities

UNODC is also interested in identifying new approaches to resource mobilization that can meet new challenges, needs and donor interests. For example, a global digital fundraising platform targeting businesses and private sector bodies and help to bridge public/private sector work and investment. Greater use of high-profile Goodwill Ambassadors can both increase awareness of the work of UNODC's work as well as drive traffic to online fundraising platforms.

Throughout these three tracks, the following resource mobilization techniques and principles will be employed:

- Funding partners will be encouraged to pledge resources for the implementation of CP-III as a whole, or to soft earmark resources for one of the Sub-Programmes (rather than aiming at the individual activity level), in keeping with internationally agreed principles of aid effectiveness.
- UNODC will seek multi-year commitments, rather than one-time contributions, where possible.
- Financial efficiency is crucial, so resource mobilization will proceed in close co-operation with partners, using information sharing tools, when possible, to enhance awareness of needs and opportunities.
- In support of a consolidated approach, donor relation initiatives will be coordinated within UNODC in close cooperation with the Co-Financing and Partnership Section as well as UNODC's thematic units. With regard to the external coordination, UNODC will regularly map resource needs and funding opportunities, and proactively share this information with RP partners.
- UNODC COPAK will explore cross-cutting programs with other UN entities such as building partnerships around the issue of non-communicable diseases (NCDs) which include substance use and are often funded through WHO or the Global Fund.
- As noted in Track 3 above, UNODC will seek to develop collaborative relationships with foundations and other private funding sources, in line with the respective UNODC regulations in this field.
- Recognizing the best way to secure support for the future is by effectively telling the story of COPAK and its successes to date, UNODC will seek to further enhance communications and advocacy with donors, through both direct and indirect outreach, as described below.

As the Government of Pakistan was closely involved in the development of CP-III and has been very interested in taking an ownership role on various aspects of programming, their involvement in donor education and outreach will also be necessary to ensure efficiency and reduce the potential for redundancy. However, their direct contributions will also be critical. COPAK will work with the GOP to ensure it continues to provide resources such as staff costs, ongoing training/curricular development, materials and supplies and equipment/facility maintenance.

5.4. Sustainability

COPAK's sustainability strategy is based on several interlocking components:

- Institutionalization
- Professional Development and Capacity Building
- Innovation

Institutionalization

Ensuring that reforms and projects are conducted with the support of the GoP, and other local stakeholders contributes to sustainability. COPAK works with the GoP to establish the needed legislative framework for all work, so there is a sound legal structure in which implementation may occur. COPAK also encourages part institutions to contribute to activities - through sending invitations, providing meeting space, or otherwise "owning" a part of the conduct of events, to strengthen ownership and demonstrate to participants that programming is focused on Pakistan, and is for Pakistan. The wide variety of institutional counterparts noted above confirms a top-down Ministerial commitment to UNODC work, which facilitates bottom-up work in the provinces and communities.

Professional Development and Capacity Building

As noted, through Phases I and II COPAK has sought to build up a cadre of local trainers to reduce reliance on external expertise. This is effective in strengthening local capacity, and also helped COPAK's work to be more resilient during the unexpected restrictions imposed on the country a9and the world) buy COVID-19.

Further, COPAK's commitment to e-Learning is a crosscutting programmatic element that contributes to UNODC's objectives in several ways:

- E-Learning helps to systematise training and professional development
- E-Learning ensures a standardized and harmonized approach across Pakistan, in all of its provinces
- E-learning facilitates the updating of training modules, so curricula are up to date and relevant

As early as 1997, national governments and donors have appreciated the tangible advantages and scalable benefits of the e-Learning programme (and its predecessor, the Computer Based Training programme or CBT). Both the range and qualities of topics and modules have expanded, as have specialized centres aimed at ensuring a suitable infrastructure. In cooperation with Pakistan's LEAs, over 50 e-Learning fully functional centres have been established, with students able to work through modules and results automatically recorded to assist in certification and promotion processes. The e-Learning modules are being progressively linked with formal institutional training curricula, to streamline on-going in-service and pre-service learning. Integration with institutional curricula is critical for sustainability.

The impact of the COVID-19 pandemic has demonstrated the benefits of interconnectivity and remote learning as travel restrictions have limited movement. When travel opportunities resume, and in-person workshops and events are once again scheduled, eLearning will continue to play a role as a part of a multi-pronged professional development system.

Innovation

As technology plays a greater role in life, integrating it into programming is more important than ever. A commitment to innovation is important for COPAK's own internal strategic management as well as for sustainable programme implementation. The Country Team is studying opportunities to use the UN's Innovation Resources in its internal planning and its work with partners, potentially including modules such as "From Pilot to Scale," "Lifecycle Analysis," and "Scan the Horizon" (an effort that will further support the principals of harmonization and integration noted above).

For example, in cooperation with the GoP, COPAK is setting up a working group to explore how it can better bring technological expertise to its ongoing work with the GoP. A strategic paper will be drafted to explore a number of ideas, including increased digitalization, data management / monitoring-reporting system for LEAs, and assessing how secure blockchain tools could increase the ease of licit remissions, reducing criminal financial flows.

COPAK is in a strong position to support this based on its network of trusted relationships and long-standing relationships. Further, COPAK can benefit from good practices from other members of the UN family. For example, UN Women, in partnership with the UN Office of Information and Communications Technology (UN OICT), has engaged in dedicated workshops on how blockchain technologies could assist women and girls in times of humanitarian crisis: *"UN Women's pioneering involvement in this new territory can act as an important stamp of legitimacy enabling investment in blockchain solutions designed to help women in emergencies. For refugee women on the move,*

blockchain technology can help store and secure identity papers, medical records and documentation of ownership of assets." In addition, *"UN Women has identified cash transfer and identity as areas to leverage blockchain technology to assist women and girls."[9]*

Strictly adhering to UNODC Headquarters' guidelines and procurement rules and regulations, COPAK will also seek partnership opportunities with the private sector, to tackle specific challenges through more effective, efficient, innovative, and sustainable technologies.

5.5. Partners

At government counterparts and other stakeholders' level in Pakistan: Ensuring a strategic plan that represents current needs and priorities is critical if COPAK's support will be sustainable. This cooperation will continue, through maintenance of relationships developed over the past two phases, through programme monitoring, reporting, and the programme's oversight and governance approach.

At UN level, UNODC works closely with its UN partners particularly, WHO, UNAIDS, UN WOMEN, UNESCO, UNDP, UNFPA, committed to the One UN ethos. As a country of critical regional importance, there have been several UN bodies involved, each bringing their expertise to Pakistan and the region. Through the UNCT, the UNODC consults on matters related to UN-wide priorities and has shared its work related to the human rights due diligence policy with work connected to LEAs and non-military security forces.

Strong partnerships with civil society, including NGOs, community groups, indigenous groups, charitable/philanthropic organizations, faith-based organizations, labour unions, professional associations, and foundations are all essential in ensuring an effective and comprehensive approach to the wide-ranging scourge of criminal activity and drug trafficking and abuse.

5.6. Risk Management

The Risk Matrix below provides an assessment of the identified potential risks to implementation of the UNODC COPAK's CPIII, with corresponding risk mitigation strategies.

Threat Assessment	Risk Analysis			Risk Mitigation Strategy	Residual level
	Likelihood	Impact	Risk Level		
Political instability and civil unrest in the region diverts attention and GOP institutional resources away from work towards CP outcomes	Medium	High	Medium	• Conduct ongoing political risk assessment exercises to enable the adoption of alternative mechanisms • maintain close coordination with the local and national	Medium

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[9] "UN Women and partners to pilot blockchain technology in humanitarian action." UN Women. February 2, 2018. Available at https://www.unwomen.org/en/news/stories/2018/2/news-event-blockchain-technology-and-humanitarian-action; see also "Case Study – UN Women Blockchain Simulation Lab." *Find Different Partners: UN Innovation Network Partnership Module*, p. 8.

				government as well as with communities, human rights and environmental groups to calibrate the scope and pace of cooperation • Ensure risk management is built into all programme activities and related budget documents (e.g., conferences and trainings which have to be held outside of high – risk areas) • Strengthen in-house capacity/facilities to implement programme from secured locations • Ensure flexible arrangements for staff and accommodations in risk prone areas. • Continue to improve remote work methods initiated during COVID to ensure additional resilience in the event of restrictions on freedom of movement in the field • Work closely with UNDSS on each non-remote in situ event • Maintain security budget in support of a regular operating environment and heightened risks		
UN security restrictions restrain coordination and delivery of CP assistance.	Medium	High	Medium	• Implement UN security measures • Maximise the use of local personnel and work through GOP institutions	Medium	
Domestic security issues may affect local	Medium	Medium	Medium	• Utilise alternative venues, sites, and locations for local	Medium	

operations such as local training and workshops				operations; re-allocate funds to other substantive area		
Inadequate internal operational arrangements including defined strategies, systems and processes and external events to achieve CPII objectives may not produce the expected results	Low	Medium	Low	• Segregate tasks and duties of Internal management effectively • Create a strong ethical compass within the organisation and organisational ethics to be reinforced • Conduct regular M&E of the well-designed performance indicators to help timely detection and mitigation of operational risks • Conduct periodic assessments of each aspect of the operational risks to regulate obligations, assets, skills, competencies and decisions	Low	
High rate of staff turnover in relevant GOP institutions may break information flows and delay implementation	Medium	High	Medium	• Secure GoP commitment to ensure continuity for key staff and focal points in respective institute • Maintain contact through core units rather than responsible individuals	Medium	
Lack of/ declining support from Government counterparts due to COVID impact	Moderately likely	Moderate	Medium	• Continue to work closely with government counterparts and Programme Governance Committee • Ensure proactive and continuous outreach to Government partners to effectively	Low	

				• communicate UNODC and donor priorities • Establish relationships and engage immediately with newly appointed ministers/focal points	
Global socio-economic impact of COVID-19 increases transnational organized crime	Moderately Likely	Moderate	Medium	• Enhance outreach of partner government and stakeholders on the link between TOC and weakened security/human security to encourage commitment to RP implementation • Enhance outreach to donors on the link between TOC and weakened security/human security to encourage commitment to RP support	Medium
Human rights violations by counterparts of UNODC (law enforcement, prison, drug service centres, health workers, etc.) lead to reputational hazard for UNODC.	Medium	Moderate	Medium	• Take immediate steps if human rights violations by partners/stakeholders are reported • Include a human rights component in all programme development and associated training • Mitigate risks in line with UNODC Guidance Note on Human Rights • On-going assessment of the relevant risk in line with the 2011 UN Human Rights Due Diligence Policy, • Engagement protocol established to manage the approach if and when the risk escalates • A series of proactive mitigation measures	Low

				is in place, including rights-based approach to design of activities, substantive human rights components of training and workshops • Increased focus on accountability of the LEAs through awareness raising among communities		
Fundraising is insufficient or insufficiently balanced among the SPs	Unlikely	Moderate	Medium	• Maintain proactive dialogue with donors to raise awareness of needs assessments, gap analysis and the RP's integrated approach to the 4 SPs • Engage with Government partners to ensure their own outreach to donors emphasizes the need for balanced programme implementation • Build on the UNODC Fundraising Strategy ensure effective and coordinated resource mobilization	Medium	
Goods and services being provided by UNODC may have hazardous environmental effects both on surrounding ecosystems and human beings	Low	Medium		• The relevant equipment used by LEAs constitutes a low ecological and sanitary risk factor; however, educational material should be provided to ensure the proper disposal of waste by-products related to drug use and HIV treatment. Implementing partners ought to be liable for following set rules on safe disposal methods.		

Natural pandemics such as Dengue and COVID-19 pandemic and its effects on staff safety, health and mental well-being	High	Medium	Medium	• Adopt alternate work modalities such as telecommuting to support and maintain mental and psychological well-being of staff • Provide updates on current situation and precautions through Care Support Group • Arrange online sessions for staff with stress counsellor and pulmonologist and arrangements of dedicated doctors, emergency equipment and hospitals ensuring treatment and other facilities	Medium	
Natural pandemics such as Dengue and COVID-19 affected timely implementation of planned programme activities	Medium	High	Medium	• Adopt alternate means of delivering such as online meetings with the concerned stakeholders, awareness raising webinars and training sessions • Regular coordination with government counterparts for alternate work modalities while ensuring SOPs for COVID-19.	Medium	

5.7. Monitoring Plan

Monitoring, reporting, evaluation, analysis and learning mechanisms have been built into this programme design, based on lessons learned through Phases I and II and continually improving practices from UNODC HQ. These are important for several interconnected reasons:

• To ensure quality project planning and implementation, and facilitate activity recalibration as necessary in a fluid context

- To ensure evidence-based assessment of interest to current and potential donors
- To inform the government of Pakistan in its own policymaking
- To demonstrate by institutional good practice how COPAK's government counterparts and independent experts can themselves better integrated evidence-based policy making and programme design techniques into their work

Results-Based Planning and Monitoring

The design of this programme, from the development and refinement of the CP III Concept Note to the preparation of this formal programme document, has been built with monitoring, evaluation and learning in mind. The Logical Framework above has been designed by each Sub-Programme in cooperation with local partners, to intentionally link project objectives, outcome, output and activities. SMART indicators have been developed, and baselines and targets noted; while some baseline data is cumulative based on previous engagement, others are set as a zero baseline to more clearly facilitate the measurement of programme implementation progress over the life of the programme. Means of verification needed to measure implementation are outlined, as are risks that can be mitigated. Each Sub-Programme designed their logframe based on their subject matter expertise and the priorities identified by their GCs, and then worked closely with COPAK's Monitoring and Evaluation Officer to ensure a harmonized approach. To find a balance between Sub-Programme responsibility and COPAK- wide cooperation, workshops to actively consider the theories of change that drive not only the Sub-Programmes but the CP III as a whole have facilitated more holistic planning and thinking.

Drilling down further, annual workplans are drafted based on the outlined and agreed strategic priorities, are endorsed at the annual Programme Governance Committee meetings, and are monitored in accordance with the indicators laid out in the Logical Framework. Discussions held in conjunction with this process focus on the actions that need to be taken by government counterparts and implementing partners to address any challenges encountered, and to focus on how UNODC can further contribute.

The activities that contribute to the stated outputs and outcomes will be planned, updated, and monitored using the Smartsheet system, which is a tool that enables the project to deliver the planned activities according to the planned timeline and to monitor the activities against its targeted outcome.

COPAK will continue monitoring the efficiency and impact of the training delivered by measuring the increase in the knowledge, practices, and skills through the analysis of pre- and post-evaluations of the participant's feedback (Level 2 of Kirkpatrick's training evaluation model). Similarly, the quality of the training sessions conducted through the analysis of participant feedback on the questionnaires specifically designed to evaluate their satisfaction, and the usefulness and relevance of training program will be reviewed (Level 1 of Kirkpatrick's training evaluation model). In addition to level 1 and level 2 of the Kirkpatrick model, the M&E unit will also incorporate the third level of the Model to measure the behaviour change of the trainees. This level is designed to determine if the newly acquired skills, knowledge or attitude are being used in everyday environment of the learner. This level aims to find out if the desired behaviour change has occurred, and if it did not occur, the reasons will be find out for why the change did not occur as a result of Level 1 and 2 of the model. Other internal and external factors will also be considered that can affect the employee's application of their learned knowledge and skills to their workplace.

The Key Performance Indicators (KPIs) for level 3 will be developed and references will be collected during level 1&2 of the training programme. Data collection tools for Level 3 may include a self-

reflection questionnaire, a mini-survey/interview schedule/key informant interviews guide to mirror the specific curriculum objectives, and the instruments would ask the supervisors/peers to evaluate and report changes that they as supervisors/peer perceived in trainee behaviour. Survey instrument would be developed to study the degree to which trainee behavioural change was associated with the training programme and would be shared with the references received.

In this regard, COPAK's M&E unit has already introduced a Training Management Information System (TMIS), a digital platform to ensure the management of training programmes and informed decision making. Through this digital platform the training programmes will be planned, monitored and evaluated.

As per recommendations from an audit in 2018, COPAK in close consultation with the DO/HQ has initiated Long Term Impact Assessments of its capacity building/technical assistance initiatives. The M&E unit of COPAK will conduct comprehensive long-term assessments of its capacity building/technical assistance initiatives.

The guidance note developed by the DO, will be used as a reference to such assessments that will not only inform about the change in the knowledge, skills, behaviours, attitude, or perceptions of individuals as a result of our interventions but also assist in measuring contribution of the UNODC to the UN Reform and 2030 Agenda. Such exercises will enable UNODC to assess positive and negative effects; both intended and unintended consequences produced directly or indirectly by our interventions. Based on findings of the impact assessment, recommendations will be proposed.

5.8. Budget and staffing table

As outlined in granular detail in the Logframe, CP-III is structured according to four specialized Sub-Programmes with clear set of objectives, outcomes, and outputs, with a clear understanding throughout the COPAK team that all the Sub-Programmes are working towards the same objective.

The overall responsibility of oversight and coordination of the implementation and monitoring of the programme lies with the UNODC Country Representative, guided by the UNODC HQ Regional Section for Europe, West and Central Asia. In addition, the Representative will be provided with technical assistance by the respective experts based in the country office and region. On-going dialogue with HQ will ensure that UNODC policy, terminology and procedures shall be implemented across the board. The overall organisational structure required for implementing CP III is outlined in organogram.

As explained above, CP III consist of 4 sub-programmes, a Strategic Planning Unit and Core Team. Sub-Programme 1 of the CP III will be managed by an international programme coordinator (law enforcement advisor) who will directly report to the Country Representative and will be responsible for oversight, management, and implementation of sub-programme workplans and budgets. The Coordinator will directly manage the team of programme officer border management, Programme Officer human trafficking and migrant smuggling and Programme Officer cybercrime. The Programme officers will be responsible for implementation, monitoring and reporting of their respective outcomes in coordination of government stakeholders with support from Programme Associates and Assistants. The SP1 team will also be supported by Training Management Officer to support activities related to capacity building through training and an Asst. Programme Officer and Programme Associate on HTMS. The overall administrative support will be provided by Senior Programme Associate and a Programme Assistant who will also coordinate with the core functions for day-to-day management of tasks for the implementation of programme activities.

Sub-Programme 2 of the CP III will be managed by an International Programme Coordinator (criminal justice advisor) who will directly report to the Country Representative and will be responsible for oversight, management, and implementation of Sub-Programme workplans and budgets. The International Programme Coordinator will directly manage the team with the support of a National Criminal Justice and Rule of Law Coordinator. This team will also consist of Programme Officer Police, Programme Officer Prosecution and Judiciary, Prison Programme Officer and National Programme officer Anti-corruption. The Programme Officers will be responsible for implementation, monitoring and reporting of their respective outcomes in coordination of government stakeholders with support from Programme Associates and Assistants. The SP 2 team will also be supported by Senior Training Management Officer to support activities related to capacity building through training. The overall administrative support will be provided by Senior Programme Associate and a Programme Associate who will also coordinate with the core functions for day-to-day management of tasks for the implementation of programme activities.

The SP2 Coordinator (Criminal Justice Advisor) will also directly manage the SP 2 team based at Quetta consisting Programme Officer Rule of Law, Programme Officer Law Enforcement, Programme Associate and a Programme Assistant who will support SP2 in implementation of activities in Balochistan.

Sub-Programme 3 will be managed by a drugs and HIV Advisor who will directly report to the Country Representative and will be responsible for oversight, management, and implementation of sub-programme workplans and budgets. The Coordinator will directly manage the team of Programme Officer Drug Demand Reduction, Drug Demand Reduction and HIV, Programme Officer Prevention and Intervention. The Programme Officers will be responsible for implementation, monitoring and reporting of their respective outcomes in coordination of government stakeholders with support from Programme Associates and Assistants. The SP 3 team will also be supported by Training Coordinator (psychologist) to support activities related to training. The overall administrative support will be provided by Programme Associate and a Programme Assistant who will also coordinate with the core functions for day-to-day management of tasks for the implementation of programme activities.

Sub-Programme 4 of the CP III will be managed by a National Programme Coordinator & Advisor PACT who will directly report to the Country Representative and will be responsible for oversight, management, and implementation of sub-programme workplans and budgets. The Coordinator will directly manage the team of Programme Officer Counter Terrorism Rule of Law, Programme Officer Victim Protection, Programme Officer Counter Violent Extremism, Programme Officer Counter Terrorism Financing, Programme Officer International Cooperation and Mutual Legal Assistance. The Programme Officers will be responsible for implementation, monitoring and reporting of their respective outcomes in coordination of government stakeholders with support of Programme Associates and Assistants. The SPIV team will also be supported by Senior Training Management Officer to support activities related to capacity building through training. The overall administrative support will be provided by Senior Programme Associate and a Programme Assistant who will also coordinate with the core functions for day-to-day management of tasks for the implementation of programme activities.

The National Programme Coordinator (Senior Programme Officer) will also manage an international Programme Coordinator Terrorism Prevention, Programme Assistant and a Driver based at Karachi to implement SPIV activities related to Sindh. The international Programme Coordinator Terrorism Prevention will also act as Head of Sub Office at Karachi and work under direct guidance of the Representative to ensure COPAK's presence and participation in provincial level interventions.

The e-Learning Programme will continue as a separate programme, working together with the sub-programmes based on planned and funded activities related to e-learning. The segments of other Regional and Global Programmes will also be managed under overall supervision of Country Representative with the support of global and regional project staff.

The Strategic Planning Unit will be led by an international Programme Management Officer (PMO) who will work directly under the supervision of Country Representative. The Programme Management Officer will be responsible for resource mobilisation, monitoring and evaluation, communication and supporting country representative in representing COPAK's work on various UN forums. The strategic planning unit will consist of a Communications Manager who will be responsible for communications, advocacy, and outreach for CP III. The Communication Manager will be supported by a Communication Associate and Assistant for day-to-day works including active social media. Under the overall supervision of PMO, the Monitoring and Evaluation Officer will be responsible for work related to M&E and reporting to donors. The M&E officer will be supported by M&E Associate and Assistant for day-to-day activities. The Resource Mobilisation Assistant will support PMO in tracking and development of continues resource mobilisation activities.

The Core Team directly working under the Country Representative will support programme implementation through procurement & subcontracting, recruitment, management of human resource and financial management with other administrative matters within the umbrella of united nations financial, procurement, staff and all other relevant rules and regulations. Under the overall supervision of the country representative, the Finance Manager will work to ensure overall financial and budget management as per financial rules and regulations with the support of Finance Officer, Asst. Finance Officer and Assistant. The Finance Manager will also ensure effective management of assets and inventory, implementation of travel rules and regulations and smooth functioning of IT and mail management services with the support of Asst. Admin and Logistics Officer, Drivers, Asst. IT Officer and Assistant and Mail Management Associate. Human Resource Manager with the overall supervision of country representative will ensure smooth and fair recruitment processes are followed for international and national staff and consultants with effective management of HR resources, support for visa process and ensuring necessary steps are followed with national authorities for smooth implementation of the programme. The HR Manager will be supported by HR Officer and Associate. The Procurement Manager will manage and ensure implementation of UN procurement rules and regulations for the procurement of goods, services and subcontracting under the direct supervision and guidance of the country representative. The procurement manager will also ensure that protocols are followed for necessary tax exemptions and government approvals as per host country guidelines. The Procurement Manager will be supported by Procurement Officer, Admin and Procurement Associate and Event Management Associate. The COPAK team, under the overall supervision of the representative, will also be supported by Security Officer for the necessary guidance, liaison with UNDSS and national authorities for the implementation of programme activities and UNODC mandates across the country.

The total amount of resources required to fund COPAK staff for the entire period (2022-2025) is USD 10,607,750

Staffing levels may be adjusted depending on funding availability and as a contingency measure to ensure continued implementation and support to the government.

Below listed positions are part of the programme:

ID	Grade & Title
P_001	P-4 Programme Coordinator (Sub-Programme 1 & Law Enforcement Adviser)

P_002	P-4 Programme Coordinator (Sub-Programme 2 & Criminal Justice Adviser	
P_003	SB-5/2,Programme Coordinator SPII (Criminal Justice and Rule of Law Coordinator)	
P_004	SB-4/3,Programme Officer (Prosecution and Judiciary)	
P_005	SB-4/3, Programme Officer (Police)	
P_006	SB-4/4, Senior Training Management Officer	
P_007	SB-4/3, Programme Officer (Prison)	
P_008	SB-4/3, Programme Officer (Anti-Corruption)	
P_009	SB-4/3,National Programme Officer(Rule of Law)	
P_010	SB-4/1,Programme Officer law Enforecement	
P_011	SB-3/3, Senior Program Associate	
P_012	SB-3/2, Programme Associate	
P_013	SB-3/2, Programme Associate	
P_014	SB-2/3, Programme Assistant	
P_015	SB-4/4, Programme Officer HTMS	
P_016	SB-4/4,Programme Officer (Border Management)	
P_017	SB-4/3,Senior Training Management Officer	
P_018	SB-4/2, Programme Officer cyber crime	
P_019	SB-3/4,Assistant Programme Officer HTMS	
P_020	SB-3/4,Senior Programme Associate	
P_021	SB-3/3, Programme Associate HTMS	
P_022	Programme Advisor- Drugs & HIV	
P_023	SB-4/3,Programme Officer – Drug Demand Reduction	
P_024	SB-4/2, Training Management Officer	
P_025	SB-4/2,Programme Officer – Drug Demand Reduction & HIV	
P_026	SB-3/2,Programme Associate – DDR	
P_027	SB-2/3,Programme Assistant – DDR	
P_030	SB-4/3, Programme officer counter terrorism rule of law	
P_031	SB-4/2,Programme officer victim protection	
P_032	SB-4/4,Senior Training Management Officer	
P_033	P-3, Programme Coordinator- Terrorism Prevention	
P_034	SB-2/3, Programme Assistant	
P_035	SB-2/3, Programme Assistant	
P_036	SB-3/3, Senior Programme Associate	
P_038	SB-1/2, Driver karachi Office	
P_039	SB-3/4, Assistant IT Officer	
P_040	SB-2/3, IT Assistant	
P_041	SB-3/2, M&E Associate	
P_042	NOC, National Programme Coordinator & Advisor PACT	
P_043	SB-3/4, Assistant Admin & Logistics Officer	
P_044	SB-2/3, Finance Assistant	
P_045	SB-2/3, Resource Mobilization Assistant	
P_046	SB-3/2, Communication Associate	
P_047	SB-2/3, Communication Assistant	
P_048	SB-1/1, Office Support Assistant	
P_049	SB-3/4, Assistant Finance Officer	
P_050	SB 3/1, Admin & Procurement Associate	

P_051	SB-1/1, Office Support Assistant
P_052	SB-3/2, Human Resource Associate
P_053	SB-2/3, M&E Assistant
P_054	NOA, Finance Officer
P_055	NOA, Procurement Officer
P_056	NOA, HR Officer
P_057	NOA, M & E Officer
P_059	NOB, Procurement Manager
P_060	SB-1/1, Office Support Assistant
P_061	SB-1/1, Office Support Assistant
P_062	SB-1/1, Office Support Assistant
P_063	SB-1/1, Office Support Assistant
P_064	SB-1/4-Senior Driver
P_065	SB-1/4-Senior Driver
P_066	SB-1/4-Senior Driver
P_067	SB-1/4-Senior Driver
P_069	SB-3/3, Event Management Associate
P_070	SB-3/2, Mail Management Associate
P_071	SB-4/2, Program Officer eLearning
P_072	SB-3/3, E Learning Associate
P_074	NOB, Communication Manager
P_075	NOA, Security Officer
P_076	P-3, Programme Management Officer
P_077	SB-2/3, Programme Assistant
P_078	SB-4/2, Programme Officer DDR Prevention and Intervention
P_079	SB-4/2, Programme officer counter violent extremism
P_080	SB-4/2, Programme officer counter terrorism financing
P_081	SB-4/2, Programme officer international cooperation and mutual legal assistance

6. Evaluation

6.1. Evaluation Plan

Evaluation/s of this programme will be undertaken in line with UNODC Evaluation Policy and Handbook, with the aim of being utilization focused, timely and tailored to meet the needs of its intended users.

The tentative evaluation plan of this project/programme is indicated below. The Independent Evaluation Section (IES) will be consulted regarding the final evaluation options and timing before beginning any evaluation (8-10 months before the evaluation needs to be completed).

Tentative evaluation plan:
-       Type of evaluation; quarter and year to initiate the evaluation: CP-III and its four Sub-Programmes will be evaluated twice, through a mid-term evaluation and an in-depth final evaluation. The precise timing (mid-term during 2023/2024 and final evaluation in 2025) and modality of these evaluations will be discussed together with IES early in CP-III implementation, with an aim at ensuring that the mid-term evaluation can contribute to any necessary recalibration.

- Amount to be reserved for evaluation as calculated with the evaluation budget matrix: Sufficient funding will be reserved and allocated as the evaluation budget for both mid-term and final evaluations. USD 180,000 for the mid-term evaluation and USD 180,000 for the final evaluation.

- Brief information on how evaluation results will be used: COPAK will work closely with government counterparts and other stakeholders to support their own ongoing initiatives to enhance their evidence-based data collection, analysis, and policymaking. In Phase III, this will continue, most notably through support for the National Drug Use Survey (the first in nearly a decade).. In addition to the standard review of the draft report through review and comments in the text and an associated Evaluation Matrix, COPAK will plan structured internal consultations to discuss findings and recommendations in depth, as a part of more rigorous reflection and recalibration.

As noted above, COPAK will also endeavour to strengthen its impact analysis and related reporting. The independent Cluster Evaluation provides the following insight which is helping to guide improvements:

"There are both strengths and weaknesses in programme reporting. Strengths include the framing of the reports, based on UNODC templates. This approach ensures that areas of priority in reporting are included and also ensures a standard approach that allows comparison across Sub-Programmes or programmes (Sub-Programme reporting is structured differently to country programme reporting). The report templates also create links between important components of programme design and reporting, such as the SDGs, UNDAFs and human rights/ gender. There is a heavy emphasis on activity/ input reporting, rather than an analysis of how activities are actually delivering the planned results (outputs and outcomes), where emphasis needs to be on analysis, i.e., reflection on and description of the conversion of inputs (time and money) into results. This is of growing importance as the programme grows in length. With programmes entering a third 5-year phase there is a real need for consideration of and reporting on higher level outcomes and impact."

- Prior evaluation/s which informed the design of this project: COPAK has supported and funded regular and independent evaluation exercises throughout Phases I and II. A major cluster evaluation exercise in 2020/2021, has informed forward planning and discussions on CP-III. A similar mix of overarching and targeted independent evaluations of CP-III and its various Sub-Programmes is planned for Phase Three.

7. Communication

7.1. Communication strategy

COPAK will continue Annual Programme Progress reports submission to UNODC's Programme Review Committee (PRC). The PRC will review all programme activities, to highlight discrete accomplishments as well as overall progress in the operating context. It will also be made available through the UNODC IPMR system.

The COPAK webpage will continue to be developed and maintained, to highlight CP-III activities work, inform readers of upcoming events and workshops, and serve as an institutional archive country programme. In Phase III, social media tools will be used as suggested by GoP and other local stakeholders to ensure even greater availability of information and outreach.

UNODC will maintain and ensure an open and on-going dialogue with all stakeholders. To streamline communication and reporting mechanisms, to the extent possible COPAK will encourage donor partners to align their reporting structures with the timelines of COPAK reporting to minimize redundancy and ensure the delivery of reports of high quality.

7.2. Information and Knowledge Management (lessons learned)

Internal coordination will be key to the effective sharing of lessons learned and other experiences. The COPAK office conducts a bi-weekly Senior Management Meeting alternated with a bi-weekly townhall General Staff Meeting. During these meetings, the latest information on the in-country and regional security situation, as well as COVID-19 related news, is being shared. In addition, each Programme lead shares their latest achievements and challenges incurred to gather opinions, request cooperation, and share lessons learned/best practices.

In addition, and as noted, research and analysis will continue to be important in Phase III, complementing the evaluation efforts described to ensure effective and impact-oriented programme implementation. COPAK's research and analysis team will support the Sub-Programmes and their partners in their data collection and analysis efforts, to ensure a balanced and harmonized approach. International good practices in research and data collection and analysis, including through IT solutions, will facilitate cross-cutting analysis of data. A concerted effort to ensure that female voices are included in quantitative and qualitative data collection will reinforce COPAK's commitment to gender mainstreaming and improve the validity of results. New research will be used in policy advocacy and broad public awareness raising and contribute to information platforms accessible by UNODC and its government counterparts.

Additionally, the research and analysis section will assist counterparts in building capacity on national research and analysis to support initiatives to develop strategy and policy based on research evidence. A flagship effort will be the conduct of a new National Drug Use Survey, which will build on and update the very important 2013 Survey that continues to provide data needed by policymakers and practitioners.

Annex A – Acronyms & Abbreviations

ADB	Asian Development Bank
ANF	Anti Narcotics Force
AOTP	Afghan Opiate Trade Project
ARIN-WCA	Asset Recovery Inter-Agency Network in West and Central Asia
ARU	Assets Recovery Unit
ARVs	Antiretroviral Drugs
ASF	Airport Security Force
CAA	Civil Aviation Authority
CCA	Cause Consequence Analysis
CCP	Container Control Programme
CCPCJ	Commission on Crime Prevention and Criminal Justice
CEB	Chief Executive Board
CLCs	Continuous Learning Centers
COPAK	Country Office Pakistan
CP	Country Programme
CSO's	Civil Society Organizations
DDR	Drug Demand Reduction
DRAP	Drug Regulatory Authority Pakistan
EAD	Economic Affairs Division

EBDTS	Evidence based standards for drug treatment
EBRD	European Bank for Reconstruction and Development
ETN	Excise and Narcotics Control
FATF	Financial Action Task Force
FBR	Federal Board of Revenue
FC	Frontier Corps
FIA	Federal Investigation Agency
FMU	Financial Monitoring Unit
GCs	Government Contributions
GCs	Government Counterparts
GDP	Gross Domestic Products
GEEW	Gender Equality & Empowerment of Women
GMCP	Global Maritime Crime Programme
GoP	Government of Pakistan
GPML	Global Programme Against Money Laundering
HTMS	Human Trafficking and Migrant Smuggling
IBM	Integrated Boarder Management
ICT	Islamabad Capital Territory
IDTTs	Interdivisional Task Teams
IES	Independent Evaluation Section
IFIs	International Financial Institutions
ILO	International Labor Organization
IMF	International Monetary Fund
IMVTS	Illegal Money Value Transfer Services
IOM	International Office on Migration
IPMR	Integrated Programme Management and Reporting
ISI	Inter-Services Intelligence
ISSUP	International Society of Substance Use Professionals
LEA's	Law Enforcement Officials
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
LJCP	Law and Justice Commission of Pakistan
ML	Money Laundering
MLA	Mutual Legal Assistance
MNC	Ministry of Narcotics Control
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MoFEPT	Ministry of Federal Education and Professional Training
MoHR	Ministry of Human Rights
MOI	Ministry of Interior
MoLAW	Ministry of Law and Justice
NAB	National Accountability Bureau
NACP	National AIDS Control Programme
NACTA	National Counter Terrorism Authority
NCD	Narcotics Control Division
NCDs	Non-Communicable Diseases
NGO	Non-Governmental Organizations
NH&MP	National Highway and Motorway Police
NHSRC	Ministry of National Health Services Regulations and Coordination
NISP	National Internal Security Policy
NLC	National Logistics Cell

NPB	National Police Bureau
NPMS	National Precursor Management System
NPS	New Psychotropic Substances
OST	Opioid Substitution Therapy
PCG	Pakistan Costal Guard
PGC	Programme Governance Committee
PMSA	Pakistan Maritime Security Agency
PPI	Paris Pact Initiative
PRC	Programme Review Committee
PRC	Project Review Cycle
PTP2	Pakistan's Terrorism Prevention Programme
PTA	Pakistan Telecommunication Authority
PWID	People who Injected Drugs
RPANC	Regional Programme for Afghanistan and Neighbouring Countries
SAFRON	Ministry of States and Frontier Regions
SBP	State Bank of Pakistan
SDCFs	Sustainable Development Cooperation Frameworks
SDG	Sustainable Development Goals
SECP	Securities and Exchange Commission of Pakistan
SMART	Specific Measurable Attainable Relevant and Timebound
SOM	Smuggling of migrants
SWOT	Strength Weakness Opportunity Threat
TF	Terrorism Financing
TIP	Trafficking in Persons
TOC	Transnational Organized Crimes
TRIPS	International legal agreement between all the member nations of the World Trade Organization
UNAIDS	United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UNCAC	United Nations Convention Against Corruption
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission on Refuges
UNICEF	United Nations International Children Emergency Fund
UNRCCA	United Nations Regional Centre for Preventive Diplomacy For Central Asia
UNTOC	United Nations Convention against Transnational Organized Crime
UTPs	Under Trial Prisoners
WB	World Bank
WHO	World Health Organization