NATIONAL DISASTER RISK MANAGEMENT FUND (NDRMF)

Statement of Corporate Intent (SCI)
FY 2026–27 to FY 2028–29

1. Introduction

1.1 Purpose of Statement of Corporate Intent

The Statement of Corporate Intent (SCI) serves as the primary strategic planning and performance management document of the National Disaster Risk Management Fund (NDRMF). It articulates the Fund's strategic direction, key priorities, performance targets, resource requirements, and risk management approach for the three-year period FY 2026–27 to FY 2028–29.

The SCI provides a clear framework through which NDRMF translates its institutional mandate into actionable goals and measurable outcomes. It establishes the Fund's commitment to deliver high-impact investments in disaster risk reduction, climate resilience, and sovereign disaster risk financing, while ensuring alignment with national development priorities and international commitments.

This document also serves as a key accountability instrument between NDRMF, its Board of Directors, the administrative Ministry (Ministry of Planning, Development and Special Initiatives), and the Government of Pakistan. It enables systematic monitoring and evaluation of institutional performance, promotes transparency and good governance, and demonstrates NDRMF's contribution toward building a disaster-resilient and climate-adapted Pakistan.

Through this SCI, NDRMF reaffirms its role as Pakistan's apex institution for disaster risk financing and climate resilience, outlining how it will proactively reduce the socio-economic and fiscal impacts of natural hazards and climate change while delivering sustainable value to the nation.

1.2 Legal Basis

The preparation and adoption of the Statement of Corporate Intent (SCI) by the National Disaster Risk Management Fund (NDRMF) is mandated under the provisions of the State-Owned Enterprises (Governance and Operations) Act, 2023 which requires every State-Owned Enterprise / Public Sector Company to formulate and execute a Statement of Corporate Intent in alignment with its strategic objectives, performance targets, financial sustainability and governance framework. As a Public Sector Company wholly owned by the Government of Pakistan through the Ministry of Planning, Development and Special Initiatives, NDRMF falls within the ambit of the aforesaid Act and is therefore legally obligated to develop an SCI to ensure transparency, accountability, operational efficiency and alignment of its corporate and developmental objectives with the broader public policy priorities of the Government. The SCI further serves as a key governance instrument for defining NDRMF's strategic direction, performance benchmarks, risk management framework and monitoring mechanisms in accordance with the principles of good corporate governance prescribed under the Act and Policy.

2. Corporate Information

Item	Details
Name of SOE	National Disaster Risk Management Fund (NDRMF)

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Company Secretary, NDRMF

Legal Status	Not for Profit/ Public Sector Company incorporated under Section 42 of the Companies Act, 2017 (previously Companies Ordinance, 1984)
Incorporated Under	The Companies Act, 2017 (previously Companies Ordinance, 1984)
Administrative Ministry	Ministry of Planning, Development and Special Initiatives.
Registered Office	5th Floor, EOBI Building, Sector G-10/4, Islamabad.
Date of Incorporation	22nd December, 2016
Shareholding Structure	Wholly owned by the Government of Pakistan
Subsidiaries	Nill

3. Institutional Mandate and Core Business

3.1 Institutional Mandate

National Disaster Risk Management Fund (NDRMF) operates as a not-for-profit government-owned entity with a steadfast focus on investing in Disaster Risk Management (DRM) throughout Pakistan, with a particular emphasis on the nation's most vulnerable regions. It is Pakistan's apex institution for disaster risk financing and climate resilience. Operating under the administrative oversight of the Ministry of Planning, Development & Special Initiatives (MoPD&SI), NDRMF is mandated to:

- Provide dedicated, institutionalized financing for Disaster Risk Reduction (DRR) and Climate Resilience investments across Pakistan.
- Serve as the platform for mobilizing, channeling, and managing climate and disaster resilience finance from domestic and international sources
- Support federal, provincial, governments in embedding disaster risk management into development planning
- Strengthen Pakistan's institutional architecture for disaster preparedness and resilient reconstruction
- Promote evidence based, risk informed decision making through national catastrophe modelling, data, and knowledge systems

3.2 Description of Main Business

NDRMF's core business is organized across following thematic areas

a. Disaster Risk Reduction (DRR) Design and financing of disaster risk reduction investments, including flood protection infrastructure, hazard-resilient construction, urban resilience, and community-based disaster risk management (CBDRM). NDRMF appraises, awards, and monitors DRR sub-projects through a comprehensive yet rigorous process of accreditation, appraisal, award, and disbursement. Quality assurance is the integral component of programme implementation which envisages financial and physical progress/process monitoring, social and environmental safeguarding and gender mainstreaming. Alignment of all the awarded projects is ensured with national and international commitments and priorities

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b. Climate Resilience Programme development and financing for climate change adaptation and mitigation, including ecosystem and eco-system services, Nature based solutions etc. NDRMF aligns these investments with Pakistan's National Adaptation Plan (NAP) and Nationally Determined Contributions (NDCs) and other relevant policies

c. Resilient Reconstruction Post-disaster financing support for resilient, build-back-better reconstruction, integrating hazard resistant design standards, safeguard compliance and community participation in recovery programming.

d. Disaster Risk Financing (DRF) Development and operationalization of Pakistan's sovereign disaster risk financing architecture, including the Solidarity Fund, parametric insurance instruments, contingency financing facilities, and risk transfer mechanisms. This includes pioneering the "Public School Infrastructure Insurance pilot" Pakistan's first parametric insurance programme for government assets.

e. Capacity Building Institutional and technical capacity development for federal, provincial, and district-level stakeholders, including training programmes, technical assistance, knowledge toolkits, and policy advisory support for risk-informed planning and investment.

f. Innovation and Knowledge Management Operation and enhancement of the National Catastrophe (NatCat) Modelling Centre, multi-hazard risk data infrastructure, API-based stakeholder access, research and learning, and digital public goods for disaster risk governance.

3.3 Strategic Role in National Development

NDRMF occupies a unique and essential position in Pakistan's national development architecture as the only dedicated federal institution mandated to finance disaster risk reduction at scale. Its strategic role encompasses:

Mainstreaming DRR into Development Planning: NDRMF through its National Catastrophe (NatCat) model support to embed disaster risk screening into Public Sector Development Programme (PSDP) projects and provincial Annual Development Plans, ensuring that development investments are climate and hazard resilient from inception.

Climate Finance Gateway: NDRMF serves as an institutional mechanism for accessing and channeling international climate finance, including Green Climate Fund (GCF), Global Environment Facility (GEF), Asian Development Bank (ADB), and bilateral donor resources, into nationally owned resilience programmes.

Proof of Concept for Risk Financing: Through the Solidarity Fund and the DRF Strategy 2024, NDRMF is demonstrating scalable models for sovereign risk financing, parametric insurance, and contingency fund mechanisms, shifting Pakistan from reactive post-disaster expenditure to proactive, pre-arranged financial protection.

Policy Alignment: NDRMF's mandate directly supports Uraan Pakistan, the National Flood Protection Plan, the Climate Resilience Agenda, the Sendai Framework for Disaster Risk Reduction 2015–2030, the Paris Agreement, and the Sustainable Development Goals (SDGs).

4. Strategic Direction and Business Goals

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4.1 Vision

To make Pakistan a natural disaster-resilient nation through strategic, long-term investment in risk reduction and climate adaptation.

4.2 Mission

Reducing the socio-economic and fiscal vulnerability of the country and its population to natural hazards by prioritizing and financing investments in Disaster Risk Reduction and preparedness, that have high economic benefits, taking into account climate change, as well as disaster risks and their impacts.

4.3 Strategic Priorities (2026–2029)

Strategic Priority 1: Mainstream Disaster Risk Reduction into Development Integrate climate and hazard risk considerations into PSDP and provincial development planning processes. Scale DRR & Climate Resilience project financing through NDRMF's accreditation and appraisal pipeline. Expand geographic and sectoral coverage of risk reduction investments to all four provinces, AJK, and GB.

Strategic Priority 2: Resilient Infrastructure and Nature-Based Solutions Finance a portfolio of flood mitigation, water security, nature-based resilience projects and climate-proof critical public infrastructure including schools, health facilities.

Strategic Priority 3: Climate and Disaster Risk Financing Architecture Operationalize the DRF Strategy 2024 through parametric insurance scale-up, Solidarity Fund implementation, and sovereign contingency financing. Mobilize concessional climate finance from GCF, GEF, ADB, and bilateral donors. Position NDRMF as Pakistan's accredited national implementing entity for international climate funds.

Strategic Priority 4: Preparedness and Knowledge Systems Strengthen early warning systems and community resilience through CBDRM programming. Advance NatCat Phase 2 capabilities with expanded peril coverage and stakeholder API access. Promote evidence-based policymaking, institutional learning, and DRR knowledge governance.

4.4 Key Planned Initiatives

#	Initiatives	Timeframe
1	Climate Resilience & DRR Flagship Projects	FY 2026–29
2	NatCat Modelling Centre Phase 2 multi-hazard expansion, API rollout, stakeholder integration	FY 2026–27
3	Solidarity Fund Operationalization	FY 2026–28
4	Disaster Risk Financing (DRF) Instruments parametric insurance scale-up, school infrastructure pilot expansion	FY 2026–28
5	National Flood Telemetry & Early Warning Systems Initiative in partnership with ADB, MoWR, PMD, NDMA	FY 2026–28
6	Preparedness & Capacity Building Programme national training calendar, CBDRM community rollout, DRR knowledge toolkits	FY 2026–29

5. Performance Measures, KPIs and Targets

5.1 Institutional Performance Framework

The Institutional Performance Framework of NDRMF provides a structured, results-oriented mechanism to translate the Fund's strategic objectives into measurable outcomes. It ensures alignment between NDRMF's mandate, the Statement of Corporate Intent (SCI), and the Business Plan FY 2026–29.

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KPI Distribution by Strategic Objective

Strategic Objective	Dimension	No. of KPIs
1	Financial	6
2	Operational	6
3	Stakeholder Engagement	3
4	Staff & HR	5
5	Asset Management	3
6	Risk Management	4
7	Program Development	11
Total	**All Dimensions**	**38**

5.2 KPIs and Performance Indicators

The following key performance indicators (KPI) are proposed under the Business Plan FY2026-29. The indicators are aligned with NDRMF's SOE governance requirements.

KPI Distribution by Strategic Objective

01	02	03	04	05	06	07
Financial 6 KPIs	**Operational** 6 KPIs	**Stakeholder Engagement** 3 KPIs	**Staff & HR** 5 KPIs	**Asset Management** 3 KPIs	**Risk Management** 4 KPIs	**Program Development** 11 KPIs

Table 2: Consolidated Performance Targets – NDRMF Business Plan FY2026–29

This consolidated table has been prepared in alignment with the NDRMF Business Plan FY2026–29, institutional strategic priorities, CMU/SOE guidance framework, and emerging resilience financing initiatives.

S. No.	Strategic Objective	KPI Description	Responsible Division	Unit	FY25-26 Baseline	FY26-27 Target	FY27-28 Target	FY28-29 Target
1.1	Financial	Annual Budget Utilization Rate	Finance	%	31%	**90%**	**92%**	**95%**
1.2	Financial	Annual Administrative Cost Efficiency Ratio	Finance	%	21%	**18%**	**15%**	**15%**
1.3	Financial	Climate Finance	Finance	USD M	420	20	50	75
1.4	Financial	Endowment Fund Investment Return / Profit Generated	Finance	PKR Bil	2.4	2.5	2.6	2.7
1.5	Financial	Average Fund Release Processing Time	Finance	WD	45	30	20	15
1.6	Financial	Automation of Financial and Accounting Processes	Finance	%	60	70	75	80
2.1	Operational	Average Procurement Processing Time	Procurement	WD	90	90	90	90

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S. No.	Strategic Objective	KPI Description	Responsible Division	Unit	FY25-26 Baseline	FY26-27 Target	FY27-28 Target	FY28-29 Target
2.2	Operational	Number of Field Monitoring Missions Conducted	M& R	No.	4	4	4	4
2.3	Operational	Projects Monitored through Digital Dashboard	MIS / QAG	%	0	25	50	100
2.4	Operational	Employee retention rate	HR	%	87	89	91	91
2.5	Operational	Approved positions filled	HR	%	65	80	82	85
2.6	Operational	% of existing staff receiving Professional capacity development opportunities	HR	%	65	85	85	85
3.1	Stakeholder Engagement	Stakeholders Trained and Capacitated	Safeguard	No.	300	300	300	300
3.2	Stakeholder Engagement	Knowledge Products / Reports Published	Media & Programs	No.	13	15	18	18
3.3	Stakeholder Engagement	NatCat Platform Users	NatCat	No.	342	500	1000	1500
4.1	Staff & HR	Technical Trainings Conducted	HR	No.	4	8	10	12
4.2	Staff & HR	Female Participation in Capacity Building	Gender / HR	%	12%	18%	22%	22%
4.3	Staff & HR	Employee retention rate	HR	%	87	89	91	91
4.4	Staff & HR	Approved positions filled	HR	%	65	80	82	85
4.5	Staff & HR	Existing staff receiving Professional capacity development opportunities	HR	%	65	85	85	85
5.1	Asset Management	Tagging of Assets	Admin/IT	%	90%	95%	97%	99%
5.2	Asset Management	Assets verified through annual physical verification	Admin/IT	%	100	100	100	100
5.3	Asset Management	Governance compliance and risk management training (ISO27001 certification)	IT	#	2	1	1	1
6.1	Risk Management	Internal Audit Observations Resolved within Reporting Cycle	Internal Audit	%	68%	90%	95%	100%
6.2	Risk Management	Compliance with SOE Reporting Requirements	Corporate / Finance	%	80%	100%	100%	100%
6.3	Risk Management	Cybersecurity Vulnerability Assessments Conducted	MIS/NatCat	No./yr	1	1	1	1
6.4	Risk Management	M&E Results Tracking Dashboard Operational and Updated	MIS / QAG	Status	Partial	Operational	Operational	Integrated
7.1	Program Development	Program Portfolio on Climate Resilience & DRR	Programs	PKR Million	7544	1674	1625	1625
7.2	Program Development	Bankable Projects Prepared and Submitted under PPF	PPF	Status	3	3	4	5

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S. No.	Strategic Objective	KPI Description	Responsible Division	Unit	FY25-26 Baseline	FY26-27 Target	FY27-28 Target	FY28-29 Target
7.3	Program Development	Pre-Feasibility / Feasibility Studies	PPF	No.	3 in process	4	4	3
7.4	Program Development	Institutions Supported through Technical Assistance (PPF)	PPF	No.	3	4	4	3
7.5	Program Development	DRF Strategies and Financing Instruments Developed	DRF	No.	1	1	1	1
7.6	Program Development	Operationalization of Solidarity Fund	DRF / Finance	Status	approved	Operational	Expanded	Functional
7.7	Program Development	Pilot Public Asset Insurance	DRF	No.	0	1	1	2
7.8	Program Development	GCF Accreditation Status Progress	Programs / Finance	Status	Applied	Under Review	Stage II	Accreditation Active
7.9	Program Development	NatCat Expansion	NatCat	phase	I	II launched	Expand outreach and usage	Expand outreach and usage
7.10	Program Development	Start-up / Tech Fund	Program/PPF	No.	Design in progress	launching	1	2
7.11	Program Development	Research Projects Initiated under PPF / Innovation Window	PPF Unit / Programs	No.	1	2	1	2

5.3 Monitoring and Reporting Mechanism

Monitoring and reporting will ensure results-based management performance management system ensuring evidence based decision making and accountability.

- Quarterly progress reports
- Annual progress reviews

6. Strategies for Achievement of Goals

6.1 Operational Strategy

NDRMF's operational strategy for FY 2026–29 is built around three mutually reinforcing imperatives: **scaling the project portfolio**, **deepening institutional integration**, and **accelerating climate finance mobilization**.

Portfolio Scaling NDRMF will significantly expand its DRR and climate Resilience -project portfolio by increasing the number of implementing partners, streamlining the four-stage project cycle (Accreditation → Appraisal → Award → Disbursement & Monitoring), and reducing cycle times through digitization and parallel processing. Priority will be given to high-impact, ready to implement projects in flood-prone and climate-vulnerable districts.

Risk-Informed Planning Integration NDRMF will work with MoPD&SI, provincial P&D departments, and line ministries to embed NatCat hazard data and risk screening into PSDP and ADP project approval processes. This upstream integration ensures that development spending creates resilience rather than inadvertently increasing exposure.

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Technology and Data Systems NatCat Phase 2 will provide expanded multi-hazard risk data, accessible via API to government planners, international partners, insurance underwriters, and academia. This positions NDRMF as Pakistan's authoritative source of disaster risk intelligence and supports evidence-based programming across the resilience ecosystem.

Partnerships and Coordination NDRMF will deepen its coordination role with NDMA, PDMAs, provincial DMA structures, WAPDA, PMD, and line ministries across all programme pillars. Multi-agency implementation protocols, inter-agency data sharing agreements, and joint programme steering mechanisms will be formalized to improve delivery effectiveness.

6.2 Institutional Strengthening Measures

6.3 Resource Mobilization Strategy

Domestic Resource Mobilization

- Advocacy for provincial co-financing commitments under multi-stakeholder project structures
- Leveraging NDRMF's returns on existing investments to recycle resources into new project financing

International Climate Finance

- Active pursuit of **accreditation or partnership arrangements** with GCF as a national implementing or delivery partner
- **ADB pipeline activation:** routing of selected ADB-financed project outputs through NDRMF as fund management and coordination mechanism, including the National Flood Telemetry & Early Warning Systems Initiative (~USD 100–122M indicative pipeline)
- Engagement with bilateral donors (EU, DFID/FCDO, USAID, KfW, JICA) for co-financing of resilience programmes aligned with donor climate commitments

Innovative Financing Instruments

- Parametric insurance product expansion beyond the school infrastructure pilot to cover hospitals, bridges, and other critical public assets.
- Blended finance structuring to attract private sector co-investment in resilient infrastructure through public-private partnerships.
- Carbon and ecosystem service finance linkages for nature-based solutions projects.

Strategic Positioning

NDRMF's strong governance credentials, and established track record with development partners positions it as the preferred channel for climate and resilience finance in Pakistan. CEO-led engagement with ADB, World Bank, UN agencies, and bilateral development partners will be systematically maintained and deepened.

7. Risk Management Summary

Effective delivery of the Business Plan depends on NDRMF’s capacity to anticipate, manage, and adapt to risks that may influence implementation performance, financial sustainability, and institutional credibility.

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Likelihood:	H – High	M – Medium	L – Low

Risk Factor	Potential Impact	L	Mitigation Strategy
1. Strategic and Policy Risks			
Policy changes or low provincial uptake of DRR/CCA integration	Delays national mainstreaming agenda; undermines NDRMF's exclusive DRR/CCA mandate and reduces policy coherence across federal and provincial sectors.	M	• Leverage NDRMF's exclusive mandate under its approved Memorandum of Association to maintain formal MoUs and joint technical working groups with line ministries and provincial departments. • Maintain Board-approved Business Plan and Strategic Framework as standing institutional mandates, binding across leadership cycles. • Use high-level BOD representation of key Federal Ministries to drive cross-sectoral alignment.
2. Operational and Implementation Risks			
Weak inter-agency coordination	Inconsistent post-disaster needs assessments, duplicated efforts, funding bottlenecks, and reduced effectiveness of solidarity-fund and DRF deployments.	M	• Establish a standing inter-agency coordination mechanism with defined roles, reporting lines, and escalation pathways. • Introduce formalized information-sharing agreements with PDMAs, SUPARCO, PMD, and relevant federal agencies. • Use NDRMF's BOD-level federal ministry representation to resolve coordination gaps at the highest level.
Outdated internal processes and delays in project processing and procurement	Slippage in delivery schedules, disbursement shortfalls, and reputational risk with development partners; particularly acute given complex SBP Account-1 disbursement procedures.	M	• Engage BOD for the required changes that need to made in the fund flow mechanism to the extent possible • Streamline disbursement procedures and engage SBP and MoF to resolve Account-1 related bottlenecks. • Maintain pre-qualified vendor and service provider panels to enable rapid contracting during emergency activations. • Introduce quarterly implementation reviews with corrective action triggers for at-risk projects.
Limited specialized HR capacity and high staff turnover	Disrupts continuity of operations; vacant critical positions weaken NDRMF's ability to meet growing national resilience demands; outdated HR Manual with no promotion mechanism discourages staff.	M	• Urgently revise the HR Manual to introduce a clear promotion mechanism and competitive retention framework benchmarked against comparable public sector institutions. • Fill vacant specialized positions, particularly in DRF, actuarial, and data analytics functions. • Maintain a structured knowledge management system including documented SOPs, lessons learned registers, and institutional memory repositories. • Establish succession planning protocols for all senior and critical technical roles.

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Risk Factor	Potential Impact	L	Mitigation Strategy
3. Financial Risks			
Reduced fiscal space and budgetary constraints at Federal or Provincial level	Delayed counterpart funding, implementation gaps, and reduced NDRMF operational capacity; amplified by Pakistan's constrained fiscal environment.	L	Aggressively diversify the funding base through multilateral climate finance windows: GCF (CDREP), GEF, Adaptation Fund, Loss & Damage Funds, and bilateral grants through diplomatic channels. • Develop a revenue mobilization strategy including endowment building to reduce dependence on public appropriations. • Pursue PPF (Project Preparation Facility) to develop a pipeline of bankable climate adaptation projects attractive to private and multilateral co-financiers.
Fluctuating development partner interest and over-reliance on a narrow donor base	Funding cliff risk if key donors withdraw, shift priorities, or reduce Pakistan allocations; threatens continuity of flagship programs.	M	• Map and actively cultivate alternative donor relationships per programme area, including emerging climate funds and South-South cooperation. • Structure co-financing arrangements across multiple partners to spread financial risk. • Leverage NDRMF's strategic alignment with Uraan Pakistan, Paris Agreement, and Sendai Framework to maintain donor relevance. • Develop NatCat and DRF instruments with transparent risk-return profiles to attract institutional and private sector co-investment.
Currency depreciation and exchange rate volatility	Erosion of real value of foreign-denominated grants and loans; increases project costs mid-implementation.	H	• Include currency risk clauses in all foreign-financed project agreements. • Structure multi-year disbursements with periodic cost-revision provisions to absorb currency movements. • Negotiate fixed-rate financing structures for long-term resilience investments.
4. Technical and Data Risks			
Inadequate quality or availability of risk and vulnerability data	Undermines credibility of analytics, weakens investment planning, and reduces evidence-based decision-making for NatCat and DRF instruments.	M	• Activate the NatCat partnership with SUPARCO to build a national risk data platform supporting planning and insurance markets. • Establish data-sharing agreements with PMD, SUPARCO, and provincial disaster management authorities. • Implement peer review and independent validation protocols for all datasets used in risk assessments.
Underperformance of SAP or core ERP systems	Breakdown in financial controls, reporting failures, and non-compliance with fiduciary requirements.	M	• Maintain a fully tested fallback financial management system operable within 48 hours of ERP failure. • Ensure critical SAP modules are covered by active vendor support agreements. • Train at least two staff on each critical system module to prevent single-point-of-failure dependency.

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Risk Factor	Potential Impact	L	Mitigation Strategy
5. Environmental and Climate Risks			
Increasing frequency and severity of climate-induced disasters exceeding NDRMF response capacity	Demand for NDRMF support out paces available resources; triage decisions damage institutional credibility.	H	• Develop a pre-agreed crisis scale-up protocol that triggers additional resource mobilization when disaster thresholds are crossed. • Engage re-insurance and capital market mechanisms to transfer excess exposure (aligned with NatCat initiative). • Activate Loss & Damage Funds and emergency grant windows through development partner channels.
Inadequate integration of ecosystem-based DRR	Loss of natural buffers amplifies exposure and undermines resilience investments.	M	• Mainstream EbDRR assessments into project screening and appraisal processes. • Partner with Ministry of Climate Change to integrate nature-based solutions into DRR project designs, aligned with NCP and NAP. • Establish minimum ecosystem protection covenants in infrastructure financing agreements.
6. Legal, Compliance and Fiduciary Risks			
Legal disputes with contractors, partners, or beneficiaries	Costly litigation, project delays, and reputational harm.	L	• Ensure all contracts include mandatory dispute resolution and arbitration clauses. • Retain legal counsel with DRM and public procurement expertise on standing retainer. • Document all contract variations, extensions, and deviations with formal approval records.

8. Financial Outlook

8.1 Financial Sustainability Outlook

The organization's financial sustainability outlook remains anchored in using own resources and development partners, prudent financial planning mechanisms, and efforts toward enhanced resource mobilization. The organization's approach emphasizes efficient utilization of available resources while progressively expanding partnerships with international development partners, climate finance institutions, and donor agencies to supplement internal financing capacities.

8.2 Current and Anticipated Borrowing

Till date NDRMF has not anticipated any borrowing from any financial institution or funding agency.

9. Accounting Policies and Financial Reporting

Accounting policies used by NDRMF are in accordance with the Financial Management Manual approved by the Board of Directors (BoD) on 2nd March 2018.

Company Secretary, NDRMF

The entity-level and project-level financial statements are prepared in accordance with International Financial Reporting Standards (IFRSs). Bank reconciliation statements for all bank accounts are prepared, reviewed, and duly authorized on a timely basis. Dedicated bank accounts are maintained for the management of project funds. Furthermore, the accounting system is capable of preparing and maintaining separate books of accounts for each project.

10. Indicative Financial Statements

Financial projections for FY 2026-27 have been prepared. The same will be presented to NDRMF Audit & Finance Committee and BoD for approval. As per existing practice, NDRMF prepares the Financial Statements on the basis of actual expenditures recorded in the books of accounts.

10.1 Indicative Balance Sheet

Same as above

10.2 Indicative Profit & Loss Statement

Same as above

10.3 Key Assumptions

The organization aims to strengthen long-term financial sustainability through improved investment management, leveraging of co-financing opportunities, development of bankable programs and projects, and alignment with emerging global climate and resilience financing frameworks. Continued focus on institutional efficiency, financial discipline, and strategic resource mobilization is expected to support the organization's ability to sustain and scale its operational and programmatic interventions over the medium to long term.

11. Governance and Compliance Statement

National Disaster Risk Management Fund (NDRMF) is committed to maintaining the highest standards of Corporate Governance, Transparency, Accountability and Regulatory Compliance in accordance with the provisions of the State-Owned Enterprises (Governance and Operations) Act, 2023, the State-Owned Enterprises (Ownership and Management) Policy, 2023, the Companies Act, 2017 and other applicable laws, rules, policies and directives issued by the Government of Pakistan and relevant Regulatory Authorities.

NDRMF shall ensure effective oversight through its Board of Directors, constituted in line with applicable legal and governance requirements, supported by duly constituted Board Committees and a robust internal control framework. The Company remains committed to prudent financial management, risk management, transparency in operations and timely statutory reporting and disclosures.

The Company shall continue to strengthen its Governance Framework by promoting merit, integrity, operational efficiency, compliance culture and performance accountability to achieve its strategic objectives and public sector mandate in an effective and sustainable manner.

12. Conclusion

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The Statement of Corporate Intent outlines a clear and ambitious roadmap for the National Disaster Risk Management Fund (NDRMF) to advance Pakistan's disaster risk reduction and climate resilience agenda. As the country's apex institution for disaster risk financing, NDRMF is strategically positioned to shift the paradigm from reactive post-disaster response to proactive, systematic risk reduction and resilient development.

Through scaled financing of high-impact Disaster Risk Reduction (DRR) and Climate Resilience projects, operationalization of the Disaster Risk Financing (DRF) Strategy, expansion of the National Catastrophe Modelling Centre, and strengthened institutional capacities, NDRMF will deliver tangible reductions in socio-economic and fiscal vulnerability to natural hazards. The Fund remains fully committed to mainstreaming risk-informed planning across federal and provincial development frameworks, mobilizing domestic and international climate finance, and demonstrating scalable models of sovereign risk transfer and resilient reconstruction.

This SCI reflects NDRMF's unwavering dedication to its Vision of making Pakistan a natural disaster-resilient nation. By aligning its operations with national priorities — including Uraan Pakistan, the National Adaptation Plan, Nationally Determined Contributions, and the Sendai Framework — and upholding the highest standards of governance, transparency, and fiduciary responsibility, NDRMF will continue to serve as a trusted and effective partner to the Government of Pakistan, provincial governments, development partners, and communities.

Successful implementation of this Statement of Corporate Intent will not only strengthen Pakistan's resilience to current and future climate and disaster risks but will also contribute significantly to sustainable economic growth, poverty reduction, and the protection of lives and livelihoods across the country.

NDRMF looks forward to working collaboratively with all stakeholders to translate this strategic intent into measurable results that build a safer, more resilient, and prosperous Pakistan.

Company Secretary, NDRMF