

## United Nations Development Programme



## Annual Work Plan 2023

<b>Project Title:</b>	<b>Stabilization and Inclusive Development Programme</b>
<b>UNSDCF/Country Programme Outcome:</b>	<b>Outcome 2:</b> By 2027, people in Pakistan, especially those most marginalized and at risk of being left behind, will benefit from sustained, inclusive and green economic growth, through catalysing the medium, small and micro-enterprise (MSME) sector, which drives progress, creates adequate decent jobs for youth, adolescent girls and women, people with disabilities, and other vulnerable segments of society; promotes innovative and responsible MSMEs where gender barriers are addressed; and protects workers, including vulnerable and marginalized workers, from all forms of exploitation.
<b>Country Programme Output:</b> <i>(Those linked to the project and extracted from the CPD)</i>	<p><b>CPD Output 2.1:</b> Enabling business environment and financing for development (including technical and financial ecosystem) for job-rich economic and regional connectivity and cross-border development</p> <p><b>CPD Output 2.2:</b> Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods, jobs employability for youth, girls/women, and other vulnerable groups</p>
<b>Project Outputs:</b> <i>(Those that will result from the project and are taken from the Project Strategy)</i>	<p><b>Output 1: Equitable economic empowerment opportunities created for youth, girls/women and other vulnerable groups through skills development and access to meaningful employment</b></p> <p><b>Output 2:</b> Business enabling environment strengthened through technical support to public institutions and creation of linkages with the private sector for job-rich economic development</p> <p><b>Output 3:</b> Vulnerable groups especially youth are equipped to remove barriers that limit their access to education, mutual trust and socially cohesive societies contributing to their resilience</p>
<b>Implementing Partner:</b>	UNDP / TBD
<b>Responsible Parties (RPs):</b>	UNDP

Agreed by UNDP (RR / DRR):

Van Nguyen

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04-Sep-2023



**Annual Work Plan 2023****Project ID: 00133991****Project Title: Stabilization and Inclusive Development Programme**

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1: (output ID: 00133991)</b>  Equitable economic empowerment opportunities created for youth, girls/women and other vulnerable groups through skills development and access to meaningful employment  <i>Indicator 1.1: Number of young women and men provided entrepreneurship education, career counselling, and support services to unleash the</i>	<b>Activity Result 1.1: Youth are engaged in entrepreneurship activities and benefitting from jobs and improved livelihoods</b>								
	Action 1.1a: Provide technical, vocational, and digital skills training and apprenticeship opportunities to youth				x	UNDP	Japan	72100- Contractual Services	4,18,660
					x	UNDP	USAID	72100- Contractual Services	320,000
				x	x	UNDP	GoS	71300-Local Consultant	19,600
				x	x	UNDP	GoS	72100- Contractual Services	80,318
	Action 1.1b: Provide mentoring and job placement support to trained youth					UNDP	SSCAF China	72100- Contractual Services	10,000
	Action 1.1c: Create opportunities for 250 youth internships in public and private sector in Sindh		x	x		UNDP	GoS	72100- Contractual Services	-
	<b>Activity Result 1.2: Development platforms available to Micro, Small. and Medium Enterprises (MSMEs) for inclusive and sustainable value chains</b>								
	Action 1.2a Facilitate around 4,000 MSMEs through establishment of Common Facility Centers (CFCs) for women led businesses to provide enterprise development support under one roof				x	UNDP	Japan	72100- Contractual Services	20,000
				x	x	UNDP	USAID	72100- Contractual Services	20,000
				x	UNDP	USAID	72100- Contractual Services	400,751	
Action 1.2b: Promote entrepreneurs through capacity building and start-up grants for creating livelihood opportunities				x	UNDP	Jazz	72100- Contractual Services	179,000	

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><i>full economic potential of youth.</i></p> <p><i>Baseline 1.1: 598,431 (Women: 294,3201) Targets 2023: 27,600 (50% women)</i></p> <p><i>Indicator 1.2: Number of MSMEs that participated in financial literacy programme of the project</i></p> <p><i>Baseline:0 Target: 3,000 (50% women)</i></p> <p><i>Indicator 1.3: Number of people (men, women, youth) whose access to improved and sustainable infrastructures has increased</i></p>		x	x	x	x	UNDP	Jazz	61300- Staff Salaries UNV	7,000
				x	x	UNDP	UNDP/TRAC	72100- Contractual Services	30,000
			x	x	x	UNDP	GoS	72100- Contractual Services	62,000
	Action 1.2c: Procurement of machinery for manufacturing of items required in healthcare, construction, and textile industry (including for PPEs)	x	x	x	x	UNDP	SSCAF China	72100- Contractual Services	845,411
	Action 1.2d: Engage industry experts and trainers for curriculum development and training programme in health care, construction, and textile industry (Individuals)		x	x		UNDP	SSCAF China	72100- Contractual Services	20,000
	Action 1.2e: Training of trainees on skills to manufacture PPEs required in the healthcare, construction and textile industry at the Centres and skills for employment to support COVID recovery			x		UNDP	SSCAF China	72100- Contractual Services	41,507
				x		UNDP	UNDP/TRAC	72100- Contractual Services	40,000
	Action 1.2f: Monitoring, evaluation, accountability and learning of the project results.			x		UNDP	GoS	71300-Local Consultant	6,752
	Action 1.2g: Research to inform sector-specific support – at least one study to be conducted			x		UNDP	GoS	71300-Local Consultant	2,482

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<i>Baseline: 458,208 (224,522 Women:) Target: 29,925 (50% women)</i>	Action 1.2h Establish an online platform for SME manufacturing target products to gain mentorship and access to market demand.			x		UNDP	SSCAF China	72100- Contractual Services	18,827
	Action 1.2i: Organize 1 launch event and 1 hand-over event, share 1 success story and 3 news (with photos) in social media to enhance project communication and visibility			x		UNDP	SSCAF China	72100- Contractual Services	2,040
	<b>Activity Result 1.3: MSMEs and individuals secure business financing from financial institutions</b>								
	Action 1.3a: Build capacity of and link MSMEs and individuals with financial institutions for seeking business financing opportunities		x	x	x	UNDP	USAID	72100- Contractual Services	112,403
	<b>Activity Result 1.4: Resilient communities and individuals that sustain economic shocks triggered by natural and human-induced disasters</b>								
	Action 1.4a: Rehabilitate / reconstruct Community physical infrastructure schemes (CPIs) such as drinking water supply schemes, irrigation channels, protection walls, street pavements with improved sanitation and drainage, and WASH schemes that would benefit 54,225 individuals)				x	UNDP	Japan	72100- Contractual Services	25,000
					x	RPA-TBD	USAID	72100- Contractual Services	32,248
	Action 1.4b: Rehabilitate WASH services and construction of two Water Filtration plants		x	x		UNDP	USAID	72100- Contractual Services	725,000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	Action 1.4c: Promote of hygienic practices among communities (individuals)				x	UNDP	USAID	75700-Trainings, Workshops & Confer	7,000
					x	RPA-TBD	USAID	72100- Contractual Services	24,470
	Action 1.4d: Train communities on operation and maintenance of schemes for sustainability of the rehabilitated schemes (individuals)				x	UNDP	USAID	75700-Trainings, Workshops & Confer	3,000
Technical Assistance							USAID	61300-Salary & Post Adj Cost-IP Staff, 71400-Contractual Services - Individ	232,740
		x	x	x	x	UNDP	Japan	61300-Salary & Post Adj Cost-IP Staff, 71400-Contractual Services - Individ	157,541
							SSCAF China	71400-Contractual Services- Individ	12,761
							UNDP/TRAC	71400-Contractual Services - Individ	45,000
<b>Subtotal Output 1</b>								<b>3,921,501</b>	
Output 2: Business enabling environment strengthened through technical support to public institutions and creation of linkages with the private sector for	<b>Activity Result 2.1: Increased capacity of public and private sector institutions to develop economic growth related polices and actions</b>								
	Action 2.1a: Placement and supporting technical human resources and equipment (furniture, stationery, admin support staff) in public and private sector institutions	x	x	x	x	UNDP	USAID	72500-Supplies	2,000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
job-rich economic development  <i>Indicator 2.1: Number of public and private sector institutions with improved capacities for better management of economic growth-related services</i>  <i>Baseline: 10 Target:02</i>  <i>Indicator 2.2: Number of public and private sector institutions with enhanced capacity to develop gender inclusive economic growth-related policies.</i>  <i>Baseline: 02 Target: 02</i>	Action 2.1b: Provision of technical human resource support to public and private sector institutions as a capacity improvement tool for economic sector policy making (human resources) (human resources for entire year)	x	x	x		UNDP	USAID	72100- Contractual Services	175,000
		x	x	x	x	UNDP	USAID	71400-Contractual Services - Individ	197,498
	Action 2.1c: Provide support to public and private sector institutions for data management and tracking results of economic growth-related initiatives (human resources) (one human resource for entire year)	-	-	-	-	-	-	-	-
	Action 2.1d: Research studies and training and workshops	-	-	-	-	-	-	72100- Contractual Services	-
	Action 2.1e: Develop institutional linkages between private sector companies and training providers. 4 workshops to be conducted.				X	UNDP	GoS	72100- Contractual Services	1,000
	Action 2.1f: Provide technical assistance to STEVTA to develop partnerships with private sector for job placement of STEVTA's graduate				X	UNDP	GoS	72100- Contractual Services	
<b>Technical Assistance</b>		x	x	x	x	UNDP	USAID	61300-Salary & Post Adj Cost-IP Staff, 71400- Contractual Services - Individ	98,114
<b>Subtotal Output 2</b>									<b>473,612</b>

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 3: Vulnerable groups especially youth are equipped to remove barriers that limit their access to education, mutual trust and socially cohesive societies contributing to their resilience</p> <p><i>Indicator 3.1: Number of youth, girls/women and other community members and local government functionaries actively participating in policy and social dialogues and events</i></p> <p><i>Baseline: 0 Target: 43,500</i></p> <p><i>Indicator 3.2 Number of students (male and female) whose access to quality education has improved</i></p> <p><i>Baseline: : 79,554 (women: 38,982)</i></p>	<b>Activity Result 3.1: Social cohesion among communities promoted for creating economic development environment in the programme area</b>								
	3.1a: Formation/reactivation and strengthening of community organizations through social mobilization.			x	x	UNDP	Japan	72100- Contractual Services	39,000
					x	RPA-TBD	USAID	72100- Contractual Services	38,663
	3.1b: Organization of dialogues among communities for promoting collective thinking and actions				x	UNDP	Japan	72100- Contractual Services	6,286
	3.1c: Organization of social cohesion events and meetings between communities and government for restoring mutual trust and confidence.				x	UNDP	Japan	72100- Contractual Services	20,500
	3.1d: Engage 3,000 youth (50% women) in awareness and dialogue sessions with youth partners/networks in Sindh (including dialogues between Madrassah and university students and support to youth community centers)			x	x	UNDP	GoS	71300-Local Consultant	10,000
	3.1e: Institutional capacity-needs assessments and gap analysis to promote enhanced engagement, education, and employment of youth in Sindh (including the partnership with 10 youth organizations)		x	x	x	UNDP	GoS	71300-Local Consultant	
<b>Activity Result 3.2: Access to quality education restored in areas affected by natural and or human-induced disasters</b>									
Action 3.2a: Rehabilitation of government schools affected by natural or human-induced disasters	x	x	X		UNDP	Canada	72100- Contractual Services	300,000	
	x	x	X		UNDP	Canada	72100- Contractual Services	5,000	

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<i>Target:3,180 (100% female)</i>	Action 3.2b: Provision of furniture and student supplies for improving learning environment in schools	x	x			UNDP	Canada	72100- Contractual Services	45,000
		x	x			UNDP	Canada	71300-Local Consultant	1,160
<b>Technical Assistance</b>		x	x			UNDP	Canada	71400-Contractual Services - Individ	37,537
		x	x	x	x		USAID	71400-Contractual Services - Individ	37,537
							Japan	71400-Contractual Services - Individ	46,521
<b>Subtotal of Output 3:</b>								<b>587,203</b>	
<b>Grand Total (Output 1, 2, 3)</b>								<b>4,982,325</b>	
<b>Project Management</b>	Third-Party for monitoring of activities	x	x	x	x	UNDP	USAID	72100- Contractual Services – OPT 1	10,000
							Japan	72100- Contractual Services – OPT 1	5,000
	Visibility Material	x	x	x	x	UNDP	USAID	OPT 1	15,600
		x	x			UNDP	Canada	74200-Audio Visual&Print Prod Costs – OPT 3	10,000
DPC: Staff Mgmt. Costs - IP Staff 64300, Miscellaneous Expenses 74500	x	x	x	x	UNDP	USAID	64300-Staff Mgmt Costs - IP Staff, (OPT-1 59,229, OPT-2, 13,414, OPT-3 966) 74500-Miscellaneous Cost (OPT-1 76,251, OPT-2, 13,414, OPT-3 966)	73,608 90,677	

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
		x	x	x	x	UNDP	Japan	64300-Staff Mgmt Costs - IP Staff, (OPT-1 15,976, OPT-3 2,619) 74500-Miscellaneous Cost (OPT-1 19,963, OPT-3 2,619)	18,595 22,593
		x	x	x	X	UNDP	Canada	64300-Staff Mgmt Costs - IP Staff, (OPT-3, 9,716 11,839) 74500-Miscellaneous Cost (OPT-3, 11,839)	9,716 11,845
		x	x	x	X	UNDP	GoS	64300-Staff Mgmt Costs - IP Staff, (OPT-1, 3,857) 74500-Miscellaneous Cost (OPT-1, 8,870)	3,857 8,877
		x	x	x	X	UNDP	SSCAF China	64300-Staff Mgmt Costs - IP Staff, (OPT-1, 21,166) 74500-Miscellaneous Cost (OPT-1, 25,248)	18,166 21,527
		x	x	x	X	UNDP	Jazz	64300-Staff Mgmt Costs - IP Staff, (OPT-1, 4,496) 74500-Miscellaneous Cost (OPT-1, 5,363)	4,223 4,814
	Project management oversight:	x	x	x	x		UNDP/TRAC	71500-UN Volunteers	10,000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	Contractual Services - Individ – 71400, Staff Mgmt. Costs - IP Staff - 64300, 61300, 71500	x	x	x	x	UNDP	Japan	61300-Salary & Post Adj Cost-IP Staff, 71400-Contractual Services - Individ	50,000
		x	x	x	x	UNDP	USAID	61300-Salary & Post Adj Cost-IP Staff, 71400-Contractual Services – Individ, 71500-UN Volunteers	378,840
<b>Subtotal of PM</b>									<b>767,938</b>
<b>Operational Component</b>	Supplies - 72500					UNDP	USAID	72500-Supplies	2,000
	Travel – 71600							71600-Travel	25,000
	Leased Vehicle and POL 73400							73400-Rental & Maint. of Other Equip	5,000
	Misc. 74500	x	x	x	x			74500-Miscellaneous Cost	25,000
	Staff Learning Cost 75700							75700-Training, Workshops and Confer	500
	Audits 74100							74100-Professional Services	1000
	Rental Maintenance -premises - 73100							71300-Rental & Maintenance-Premises	10,000
	Audits 74100							75700-Training, Workshops and Confer	1000
	Rental Maintenance -premises - 73100					71300-Rental & Maintenance-Premises	10,000		
	Travel – 71600					71600-Travel	1000		
	Leased Vehicle and POL 73400	x	x	x	x	UNDP	Japan	73400-Rental & Maint of Other Equip	1000
	Equipment and furniture – 72200,							72200- Equipment & Furniture	1000
	Supplies - 72500							72500-Supplies	5000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	Travel – 71600							71600-Travel	7,000
	Rental Maintenance -premises - 73100	x	x	x		UNDP	Jazz	71300-Rental & Maintenance-Premises	20,000
	Travel – 71600							71600-Travel	3,000
	Equipment and furniture – 72200,							72200- Equipment & Furniture	4,000
	Connectivity Charges -	x	x	x		UNDP	GOS		
	Leased Vehicle and POL 73400							73400-Rental & Maint of Other Equip	10,00
	Travel – 71600							71600-Travel	17,076
	Leased Vehicle and POL 73400	x	x			UNDP	Canada (OPT 3)	73400-Rental & Maint of Other Equip	15,000
<b>Subtotal of Operations</b>									<b>154,576</b>
<b>GMS</b>	GMS (75100)	x	x	x	x	UNDP	USAID (8%)	75100-Facilities & Administration (OPT 1 - 287,694.83 OPT 2 - 55,801.56 OPT 3 - 4,017.48)	245,092
		x	x				Canada (7%)	75100-Facilities & Administration OPT 3 – 45,246	31,663
		x	x	x	x		Japan (8%)	75100-Facilities & Administration OPT 1 - 82,261.93 OPT 3 - 10,894.29	67,896
		x	x	x			GoS (3%)	75100-Facilities & Administration OPT 1 – 17,399	6,087
		x	x	x			Jazz (8%)	75100-Facilities & Administration OPT 1 – 20,934	17,763

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Timeframe				RESPONSIBLE PARTY <b>(including potential RPs)</b>	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
		x	x	x		SSCAF China (5%)	75100-Facilities & Administration OPT 1 – 55,236	49,512	
<b>Subtotal of GMS</b>								<b>418,012</b>	
<b>TOTAL OF PM, OPS and GMS</b>								<b>1,340,527</b>	
<b>TOTAL Value of AWP 2023</b>								<b>6,322,852</b>	

## II. Monitoring Plan 2023 *(Include all monitoring and evaluation activities/events)*

**Project ID:**

**ID: 00133991 Project Title: Stabilization and Inclusive Development Programme**

Expected Results <b>(Outcomes &amp; Outputs)</b> Obtained from the CPD and project Results Frameworks)	Indicators Obtained from the CPD and project Results Frameworks)	Baseline At the project start date	Targets <b>(Year 2023)</b>	Data Collection Plan				
				Source/Method of Collection Specific publication, evaluation, survey, field observation, interviews, etc	Schedule/Frequency Monthly, quarterly, annually, etc	Responsible Staff Staff member responsible for collecting and reporting data	Resources (\$) Estimated cost of collecting and reporting data	Risks and Assumptions Any risks or assumptions concerning data collection
<b>CPD Outcome 2:</b> By 2027, people in Pakistan, especially those most marginalized and at risk of being left behind, will benefit from sustained, inclusive and	<b>UNSDCF indicators:</b> 4.2: Proportion of informal non-agriculture employment, by sex (SDG 8.3.1)	Total 72.4% Men 72.7% Women 70.5%	Target (2027): Total 60% Men 60% Women 60%	Labor Force Survey	Annually	Project Manager		The government provides access to the

Expected Results (Outcomes & Outputs) Obtained from the CPD and project Results Frameworks)	Indicators Obtained from the CPD and project Results Frameworks)	Baseline At the project start date	Targets (Year 2023)	Data Collection Plan				
				Source/Method of Collection Specific publication, evaluation, survey, field observation, interviews, etc	Schedule/Frequency Monthly, quarterly, annually, etc	Responsible Staff Staff member responsible for collecting and reporting data	Resources (\$) Estimated cost of collecting and reporting data	Risks and Assumptions Any risks or assumptions concerning data collection
green economic growth, through catalyzing the medium, small and micro-enterprise (MSME) sector, which drives progress, creates adequate decent jobs for youth, adolescent girls and women, people with disabilities, and other vulnerable segments of society; promotes innovative and responsible MSMEs where gender barriers are addressed; and protects workers, including vulnerable and marginalized workers, from all forms of exploitation.	4.5. Proportion of small-scale industries with a loan or line of credit (SDG 9.3.1)	Baseline (2020-2021): 15.6%	Target (2027): 12%	Data source: MPD/SI	Annually	Project Manager		beneficiaries to implement the planned activities  National and international donors continue supporting to strengthen the government in delivering the civic services to the communities in the newly
<b>CPD Output 2.1.</b> Enabling business environment and financing for development (including technical and financial ecosystem) for job-rich economic and regional	<i>Indicator 2.1.1 (IRRF 1.3.1) Number of people accessing basic services:</i>	Total beneficiaries: 157,181 - Women: 67,881 - Men: 89,300	Target (2027): Total beneficiaries: 386,681 - Women: 189,474 - Men: 197,207	Project annual report	Annually	M&E Officer		

Expected Results (Outcomes & Outputs) Obtained from the CPD and project Results Frameworks)	Indicators Obtained from the CPD and project Results Frameworks)	Baseline At the project start date	Targets (Year 2023)	Data Collection Plan				
				Source/Method of Collection Specific publication, evaluation, survey, field observation, interviews, etc	Schedule/ Frequency Monthly, quarterly, annually, etc	Responsible Staff Staff member responsible for collecting and reporting data	Resources (\$) Estimated cost of collecting and reporting data	Risks and Assumptions Any risks or assumpti ons concernin g data collection
connectivity and cross- border development		-Poor (income measure): 157,181 - Youth: 103,179 - Persons with disabilities: 754	- Poor (income measure): 386,681 - Youth: 255,209 (66% of total beneficiaries) - Persons with disabilities: 1856 (0.48% of total beneficiaries)					merged districts
	<i>Indicator 2.1.2 (IRRF 2.1.3). Number of multi-stakeholder mechanisms to strengthen public sector agility, collaboration, and the co-design, public and private financing, and delivery of solutions for sustainable development at:</i> • National level • Sub-national level	(a) National level: 2 (Direct Aid Programme – DAP – and National Human Development Report – NHDR) (b) Subnational level: 3 (Urban Resilience & Development for 3 Cities - (Karachi,	Target (2027): (a) National level: 3 (DAP, NHDR, SDG Project Development Facility) (b) Subnational level: 7	Project annual report	Annually	M&E Officer		

Expected Results (Outcomes & Outputs) Obtained from the CPD and project Results Frameworks)	Indicators Obtained from the CPD and project Results Frameworks)	Baseline At the project start date	Targets (Year 2023)	Data Collection Plan				
				Source/Method of Collection Specific publication, evaluation, survey, field observation, interviews, etc	Schedule/ Frequency Monthly, quarterly, annually, etc	Responsible Staff Staff member responsible for collecting and reporting data	Resources (\$) Estimated cost of collecting and reporting data	Risks and Assumptions Any risks or assumpti ons concernin g data collection
		Rawalpindi, Faisalabad)						
<b>CPD Output 2.2.</b> Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods, jobs employability for youth, girls/women, and other vulnerable groups	<i>Indicator 2.2.1 (IRRF 3.3.2). Number of people benefitting from improved infrastructure for recovery in crisis or post-crisis settings:</i>	Total beneficiaries: 458,208 - Women: 224,522 - Men: 233,686 - Poor (income measure): 458,208 - Youth: 302,417 - Persons with disabilities: 2,199	Target (2027)  Total beneficiaries: 678,780 - Women: 332,657 - Men: 346,141 - Poor (income measure): 678,708 - Youth: 447,947 (66% of total beneficiaries) - Persons with disabilities: 3,258 (0.48% of total)	Project annual report	Annually	M&E Officer		
	<i>Indicator 2.2.2 (IRRF 3.3.1). Number of people benefitting from jobs and improved livelihoods in</i>	Total beneficiaries: 564,940 - Women: 276,821 - Men: 288,119	Total beneficiaries: 734,621 - Female: 367,310	Project annual report	Annually	M&E Officer		

Expected Results (Outcomes & Outputs) Obtained from the CPD and project Results Frameworks)	Indicators Obtained from the CPD and project Results Frameworks)	Baseline At the project start date	Targets (Year 2023)	Data Collection Plan				
				Source/Method of Collection Specific publication, evaluation, survey, field observation, interviews, etc	Schedule/ Frequency Monthly, quarterly, annually, etc	Responsible Staff Staff member responsible for collecting and reporting data	Resources (\$) Estimated cost of collecting and reporting data	Risks and Assumptions Any risks or assumpti ons concernin g data collection
	<i>crisis or post-crisis settings:</i>	- Poor (income measure): 564,940 - Youth: 372,860 - Persons with disabilities: 2,712	- Male: 367,311 - Poor (income measure): 870,940 - Youth: 870,940 - Persons with disabilities: 4,181					
<b>CPD Output 4.2.</b> Vulnerable and marginalized women, girls, and transgender persons actively contribute to resilient and empowered communities and are able to operate in safe spaces and harassment- free environments, protected from gender-based violence, violence against women and other harmful practices, and have equitable access to services and information.	<i>Indicator 4.2.2 (IRRF 6.2.2). Number of partnerships with women-led civil society organizations and other bodies and networks to advance gender equality and women's leadership and participation</i>	<b>Baseline</b> (2022): 0	<b>Target</b> (2027): 2	Project annual report	Annually	M&E Officer		

Expected Results (Outcomes & Outputs) Obtained from the CPD and project Results Frameworks)	Indicators Obtained from the CPD and project Results Frameworks)	Baseline At the project start date	Targets (Year 2023)	Data Collection Plan				
				Source/Method of Collection Specific publication, evaluation, survey, field observation, interviews, etc	Schedule/Frequency Monthly, quarterly, annually, etc	Responsible Staff Staff member responsible for collecting and reporting data	Resources (\$) Estimated cost of collecting and reporting data	Risks and Assumptions Any risks or assumptions concerning data collection
<b>Project Output 1:</b> Equitable economic empowerment opportunities created for youth, girls/women and other vulnerable groups through skills development and access to meaningful employment	<i>1.1 Number of young women and men provided entrepreneurship education, career counselling, and support services to unleash the full economic potential of youth.</i>	<i>598,431 (Women: 294,320)</i>	<i>27,600 (50% women)</i>	Interviews	Quarterly/Annually	M&E Officer	7,722	Access to remote/geographical areas – districts may be a risk-security. Non-cooperation from local community and district administration. Authorities remain supportive of project activities without
	<i>1.2: Number of MSMEs that participated in financial literacy programme of the project</i>	<i>Total: 2,509 Women: 141 Men: 2,368</i>	<i>3,000 (50% women)</i>	Project database, interviews, observations	Quarterly/Annually	M&E Officer	459	
	<i>1.3: Number of people (men, women, youth) whose access to improved and sustainable infrastructures has increased</i>	<i>458,208 -Women: 224,522 -Men: 233,686 -Poor (income measure): 458,208 -youth: 302,417</i>	<i>29,925 (50% women)</i>	Interviews, group discussions, pictures	Quarterly/Annually	M&E Officer	4,084	

Expected Results (Outcomes & Outputs) Obtained from the CPD and project Results Frameworks)	Indicators Obtained from the CPD and project Results Frameworks)	Baseline At the project start date	Targets (Year 2023)	Data Collection Plan				
				Source/Method of Collection Specific publication, evaluation, survey, field observation, interviews, etc	Schedule/Frequency Monthly, quarterly, annually, etc	Responsible Staff Staff member responsible for collecting and reporting data	Resources (\$) Estimated cost of collecting and reporting data	Risks and Assumptions Any risks or assumptions concerning data collection
		<i>-Persons with disabilities: 2,199</i>						being influenced by political forces
<b>Project Output 2:</b> Business enabling environment strengthened through technical support to public institutions and creation of linkages with the private sector for job-rich economic development	<i>Indicator 2.1: Number of public and private sector institutions with improved capacities for better management of economic growth-related services</i>	02	02	Review Meetings, Group discussions	Quarterly/Annually	M&E Officer	1,014	Private companies and training institutes may sign agreements to provide job placement but may not deliver on the commitments
	<i>Indicator 2.2 Number of public and private sector institutions with enhanced capacity to develop gender inclusive economic growth-related policies.</i>	02	02	Review Meetings, Group discussions	Quarterly/Annually	M&E Officer	-	
<b>Project Output 3:</b> Communities are equipped to remove barriers that limit their access to education,	<i>Indicator 3.1: Number of youth, girls/women and other community members</i>	<i>Total beneficiaries: 185,627</i>	<i>43,500 (50% women)</i>	Interviews, group discussions	Quarterly/Annually	M&E Officer	582	Youth might not give a truthful

Expected Results (Outcomes & Outputs) Obtained from the CPD and project Results Frameworks)	Indicators Obtained from the CPD and project Results Frameworks)	Baseline At the project start date	Targets (Year 2023)	Data Collection Plan				
				Source/Method of Collection Specific publication, evaluation, survey, field observation, interviews, etc	Schedule/ Frequency Monthly, quarterly, annually, etc	Responsible Staff Staff member responsible for collecting and reporting data	Resources (\$) Estimated cost of collecting and reporting data	Risks and Assumptions Any risks or assumpti ons concernin g data collection
mutual trust and socially cohesive societies contributing to their resilience	<i>and local government functionaries actively participating in policy and social dialogues and events</i>	- Women: 90,957 - Men: 94,670 - Youth: 122,514 - Persons with disabilities: 890						impressio n of their views and young women' participati on in sports might be less than expectati ons due to cultural sensitivity
	<i>Indicator 3.2 Number of students (male and female) whose access to quality education has improved</i>	<i>Total beneficiaries: 79,554 - Women: 38,982 - Men: 40,573 - Youth: 52,506 - Persons with disabilities: 382</i>	<i>3,180 (100% female)</i>	Interviews, group discussions, pictures	Quarterly/A nnually	M&E Officer	1,756	

**III. Recruitment Plan 2023***(Include all the recruitments envisaged by the project in AWP 2023 - including national and international staff positions that are vacant or newly created)***Project ID: 00133991****Project Title: Stabilization and Inclusive Development Programme**

<b>ID#</b>	<b>Post Title</b>	<b>National/ International</b>	<b>Level of Post</b>	<b>Proforma Cost per year (US\$)</b>	<b>Responsible party (UNDP/ IP/PMU etc.)</b>	<b>Contract Modality (TA/FTA/SC / /Govt)</b>	<b>Reporting to/ Supervisor</b>	<b>Duty Station</b>	<b>Contract Start Date</b>	<b>Contract End Date</b>
1	Operations and Finance Specialist	National	NPSA 10	41000	UNDP	NPSA	Program Manager	Islamabad	Feb 2023	Jan 2024
2	Policy and Partnership Specialist	National	NPSA 9	27500	UNDP	NPSA	Program Manager	Islamabad	Sep 2023	Aug 2024
3	Communications Associate	National	UNV	13000	UNDP	UNV	Communications Officer	Islamabad	Sep 2023	Aug 2024
4	Gender Analyst	National	NPSA 9	27500	UNDP	NPSA	Program Manager	Peshawar	Sep 2023	Aug 2024
5	Project Livelihood Specialist	National	NPSA 10	47000	UNDP	NPSA	Program Manager	Peshawar	Feb 2023	Jan 2024
6	Employment/Private Sector Specialist	National	NPSA 10	47000	UNDP	NPSA	National Technical Specialist	Peshawar	Sep 2023	Aug 2024
7	Senior Admin and Finance Associate	National	NPSA 7	19000	UNDP	NPSA	Operations Officer	Peshawar	Feb 2023	Jan 2024
8	Reporting Officer	National	NPSA 8	23000	UNDP	NPSA	M & E Specialist	Peshawar	Feb 2023	Jan 2024
9	Livelihoods Associate	National	UNV	13000	UNDP	UNV	Livelihood Specialist	Peshawar	Jan 2023	Dec 2023
10	Investment Analyst	National	NPSA 9	27500	UNDP	NPSA	PSU Team Lead	Peshawar	Sep 2023	Aug 2024
11	M&E and Program Associate	National	UNV	13000	UNDP	UNV	M&E Specialist	Peshawar	Oct 2023	Sep 2024
12	Social Mobilization and Coordination Officer	National	NPSA 8	19500	UNDP	NPSA	Private Sector Partnership Specialist	Karachi	Sep 2023	Aug 2024
13	Skills Development and Education Officer	National	NPSA 8	19500	UNDP	NPSA	Private Sector	Karachi	Sep 2023	Aug 2024

<b>ID#</b>	<b>Post Title</b>	<b>National/ International</b>	<b>Level of Post</b>	<b>Proforma Cost per year (US\$)</b>	<b>Responsible party (UNDP/ IP/PMU etc.)</b>	<b>Contract Modality (TA/FTA/SC / /Govt)</b>	<b>Reporting to/ Supervisor</b>	<b>Duty Station</b>	<b>Contract Start Date</b>	<b>Contract End Date</b>
							Partnership Specialist			
14	Communications Associate	National	UNV	13000	UNDP	UNV	Communica tions Officer	Karachi	01 Jan 2023	31 Dec 2023

**IV. Procurement Plan 2023***(Include all local and international procurements valued at or above \$ 2,500 envisaged in AWP 2023 – including goods, assets, services and works)***Project ID: 00133991****Project Title: Stabilization and Inclusive Development Programme**

Action ID#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/ IP/ etc.)	Invitation Type (EFP, RFA, ITB, LTA, etc.)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1.1a	Provide technical, vocational, and digital skills training and apprenticeship opportunities to youth (Digital Skills: Total Amount 930k out of which 372k for 2023 & 558k for 2024 Japan: 52k 2023 & 78k 2024 USAID:320k 2023 & 480k 2024	Service	52,000	UNDP	RFP	Aug-23	Sep-23	RACP	Oct-23	Oct-23	Oct-24	Livelihoods Specialist
1.1a	Provide technical, vocational, and digital skills training and apprenticeship opportunities to youth (Digital Skills: Total Amount 930k out of which 372k for 2023 & 558k for 2024 Japan: 52k 2023 & 78k 2024 USAID:320k 2023 & 480k 2024	Service	320,000	UNDP	RFP	Aug-23	Sep-23	RACP	Oct-23	Oct-23	Oct-24	Livelihoods Specialist

Action ID#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/ IP/ etc.)	Invitation Type (EFP, RFA, ITB, LTA, etc.)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1.1a	Provide technical, vocational, and digital skills training and apprenticeship opportunities to youth (technical, Vocational Training for Men. Total Amount: 593,900 out of which 237,560 is for 2023 and 356,340k for 2024)	Service	237,560	UNDP	RFP	Aug-23	Sep-23	RACP	Oct-23	Oct-23	Oct-24	Livelihoods Specialist
1.1a	Provide technical, vocational, and digital skills training and apprenticeship opportunities to youth (Technical, Vocational Training for Women. Total Amount: 90k out of which 18k is for 2023 and 72k for 2024)	Service	18,000	UNDP	RFP	Sep-23	Oct-23	CAP	Oct-23	Nov-23	Nov-24	Livelihoods Specialist
1.1a	Provide technical, vocational, and digital skills training and apprenticeship opportunities to youth (Tool kits for men & women trainings.)	Service	111,000	UNDP	ITB	Sep-23	Oct-23	RACP	Oct-23	Nov-23	Feb-24	Livelihoods Specialist
1.1a	Provide technical, vocational, and	Service	80,318	UNDP	RFP	May-23	Jun-23	RACP	Oct-23	Oct-23	May-24	Private Sector

Action ID#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/ IP/ etc.)	Invitation Type (EFP, RFA, ITB, LTA, etc.)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
	digital skills training and apprenticeship opportunities to youth (Digital Skill Sindh)											Partnerships Specialist, Sindh
1.1b	Provide mentoring and job placement support to trained youth	Service	10,000	UNDP	RFP	-	-	N/A	-	-	-	Livelihoods Specialist
1.2a	Establish Common Facility Centers (CFCs) to provide enterprise development support to MSMEs under one roof (Total 300k out of which 40k is for 2023 and 260k for 2024. Japan 20k in 2023 (for procurement action) and 180 in 2024 USAID 20k in 2023 and 80k in 2024)	Service	20,000	UNDP	RFP	Sep-23	Oct-23	RACP	Oct-23	Nov-23	Nov-24	Livelihoods Specialist
1.2b	Promote entrepreneurs through capacity building and start-up grants for creating livelihood opportunities (USAID: Total	Service	320,000	UNDP	ITB	Sep-23	Oct-23	RACP	Oct-23	Nov-23	Jun-24	Livelihoods Specialist

Action ID#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/ IP/ etc.)	Invitation Type (EFP, RFA, ITB, LTA, etc.)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
	1,066,667 out of which 30% (320k is for 2023 and remaining 70% 746,667 is for 2024)											
1.2b	Promote entrepreneurs through capacity building and start-up grants for creating livelihood opportunities (Bootcamps, Jazz donor)	Service	142,000	UNDP	RFP	Mar-23	Apr-23	RACP	Jun-23	Dec-23	Dec-23	Youth Economic Officer
1.2c	Procurement of machinery for manufacturing of items required in healthcare, construction, and textile industry (including for PPEs)	Goods	845,411	UNDP	ITB (ongoing)	Mar-23	May-23	N/A	Aug-23	Aug-23	Jan-24	Private Sector Partnerships Specialist, Sindh
1.2d	Engage industry experts and trainers for curriculum development and training programme in health care, construction, and textile industry	Service	20,000	UNDP	RFP	Sep-23	Oct-23	-	Nov-23	Nov-23	Mar-24	Private Sector Partnerships Specialist, Sindh
1.2e	Training of trainees on skills to manufacture PPEs	Service	41,507	UNDP	RFP	Sep-23	Oct-23	N/A	Nov-23	Nov-23	Mar-24	Private Sector Partnerships Specialist, Sindh

Action ID#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/ IP/ etc.)	Invitation Type (EFP, RFA, ITB, LTA, etc.)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
	required in the healthcare, construction and textile industry at the Centres and skills for employment to support COVID recovery											hips Specialist, Sindh
1.2h	Establish an online platform for SME manufacturing target products to gain mentorship and access to market demand	Services	18,827	UNDP	RFP	Sep-23	Oct-23	-	Nov-23	Nov-23	Mar-24	Private Sector Partnerships Specialist, Sindh
1.3a	Build capacity of and link MSMEs and individuals with financial institutions for seeking business financing opportunities (Micro Finance Total 103k out of which 20,600 for 2023 & 82,400 for 2024)	Services	20,600	UNDP	RFP	Aug, 2023	Oct-23	RACP	Nov-23	Dec-23	Dec-24	Youth Economic Officer
1.4a	Rehabilitate / reconstruct Community physical infrastructure schemes (CPIs) such as drinking water supply schemes,	Service	25,000	UNDP	RFP	Jun-23	Aug-23	CAP	Sep-23	Oct-23	LTA	Project Engineer

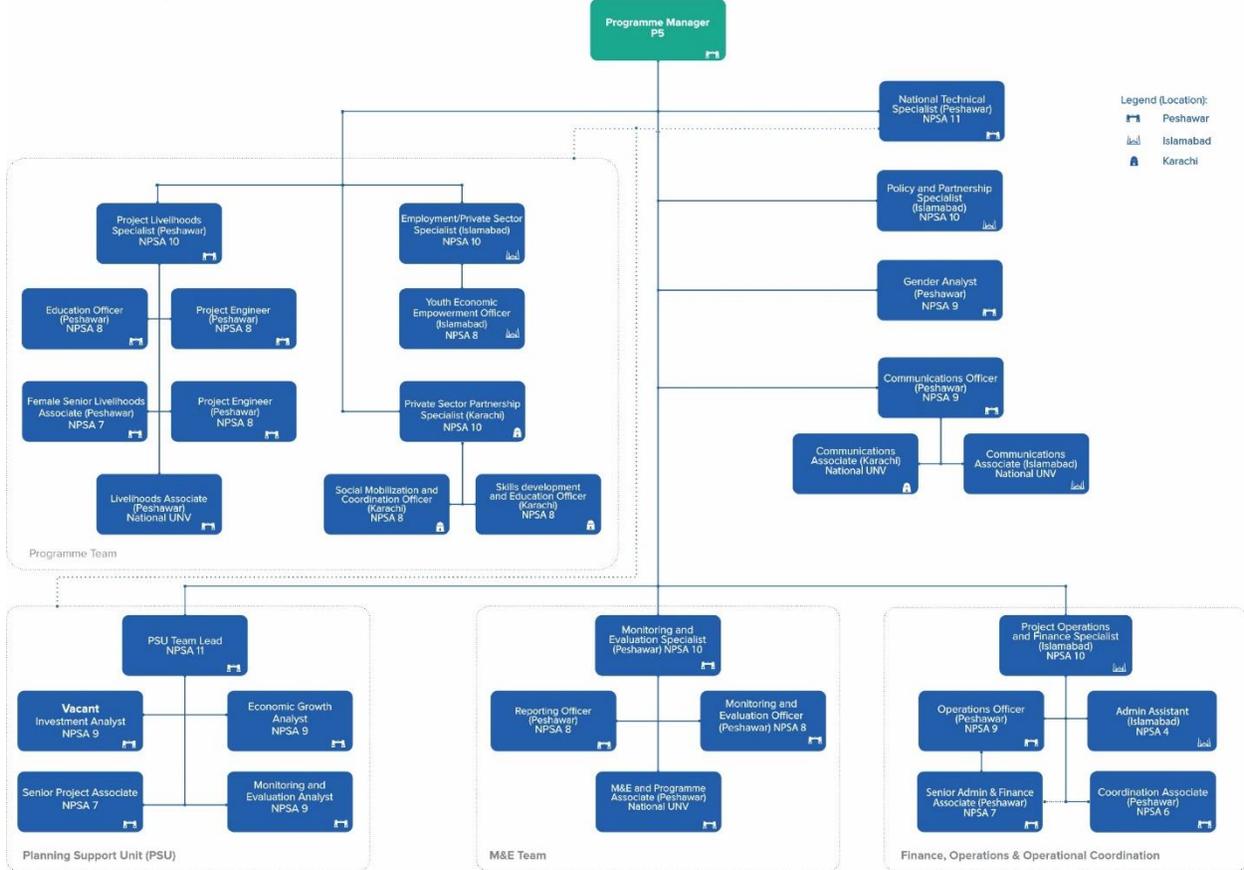
Action ID#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/ IP/ etc.)	Invitation Type (EFP, RFA, ITB, LTA, etc.)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
	irrigation channels, protection walls, street pavements with improved sanitation and drainage, and WASH schemes											
1.4b	Rehabilitate WASH services and construction of 02 water filtration plants	Services	725,000	UNDP	PO	January, 2023	-	-	-	-	-	Project Engineer
1.4c	Promote Hygienic practices among communities (individuals)	Services	7,000	UNDP	PO	January, 2023	-	-	-	-	-	Livelihood Specialist
1.4d	Train communities on operation and maintenance	Services	3,000	UNDP	PO	January, 2023	-	-	-	-	-	Livelihood Specialist
3.1a	Formation/reactivation and strengthening of community organizations through social mobilization.	Service	26,000	UNDP	RFP	Sep-23	Oct-23	N/A	-	Sep-23	Oct-23	Livelihoods Specialist
3.1a	Formation/reactivation and strengthening of community organizations through social mobilization. (Community Mobilization Officers)	Service	13,000	UNDP	PO	Aug, 2023		N/A	-	-	-	Livelihoods Specialist

Action ID#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/ IP/ etc.)	Invitation Type (EFP, RFA, ITB, LTA, etc.)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
3.1b	Organization of dialogues among communities for promoting collective thinking and actions	Service	6,286	UNDP	RFP	January, 2023	February, 2023	N/A	Aug, 2023	Sep, 2023	Aug. 2024	Senior Livelihoods Associate
3.1c	Organization of social cohesion events and meetings between communities and government for restoring trust and confidence in government.	Service	20,500	UNDP	RFP	Jun-23	Aug-23	N/A		Sep-23	Aug-24	Senior Livelihoods Associate
3.1d	3,000 youth (50% women) engaged in awareness and dialogue sessions with youth partners/networks in Sindh (including dialogues between Madrassah and university students and support to youth community centers)	Service	10,000	UNDP	IC	Jun-23	Jul-23	N/A	Aug-23	Aug-23	Dec-23	Private Sector Partnerships Specialist, Sindh
3.2a	Rehabilitation of government schools affected by natural or human induced disasters	Services	300,000	UNDP	RFQ/Direct Contracting	Ongoing case	-	-	-	-	-	-
3.2a	Rehabilitation of government schools affected by natural or	Services	5,000	UNDP	Ongoing	-	-	-	-	-	-	Project Engineer

Action ID#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/ IP/ etc.)	Invitation Type (EFP, RFA, ITB, LTA, etc.)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
	human induced disasters (Third Party Monitoring)											
3.2b	Provision of furniture and students supplies for improving learning environment in schools	Good	45,000	UNDP	RFQ	January 2023	February 2023	-	-	February 2023	July 2023	Education Officer
PM	Third Party for monitoring of activities (Total 101k out of which 15k for 2023 and 86k for 2024)	Service	15,000	UNDP	RFP	Oct-23	Nov-23	RACP	Nov-23	Dec-23	Dec-24	M&E Officer
PM	Visibility Material	Service	25,600	UNDP	Multi-micro purchasing	Ongoing		N/A	-	-	-	Communication Officer

## V. Management Arrangements

Roles and responsibilities of the key staff are attached as Annex-3



## VI. Planning, Monitoring and Reporting 2023

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

### Planning & Reporting 2023

Proposed Timeline	Activity	Primary Responsibility
17-Jan-2023	Organize the Project Review Board	Programme Manager/Programme Officer
17-Jan-2023	Approval of AWP 2023	Programme Manager/Programme Officer
06-Jan. 2023	Submit draft annual progress report 2022, including project contribution to outcomes, outputs, activities and financial delivery and lessons learned to UNDP	Programme Manager/Programme Officer
15-Jan. 2023	Submit final progress Report 2022 to UNDP	Programme Manager /Programme Officer
31-Jan. 2023	Submit 1 <sup>st</sup> Quarter (Oct. – Dec. 2021) Report to USAID	Programme Manager /Reporting Officer
30-Apr. 2023	Submit 2 <sup>nd</sup> Quarter (Jan. – Mar. 2022) Report to USAID	Programme Manager / Reporting Officer
31-May. 2023	Submit Final (Jan. – Dec. 2021) Progress Report to GAC	Programme Manager / Reporting Officer
30- Jun. 2023	<ul style="list-style-type: none"> <li>a) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change)</li> <li>b) Update of Risk Log (Reviewing of external environment that may affect project implementation)</li> </ul>	Programme Manager /Programme Officer
31-Jul. 2023	Submit 3 <sup>rd</sup> Quarter (Apr. – Jun. 2022) Report to USAID	Programme Manager / Reporting Officer
15-Oct. 2023	Quarterly Performance Review Meeting with PSU	Programme Manager / National Technical Specialist
31-Oct. 2023	Submit 4 <sup>th</sup> Annual (Oct. 2021 – Sep. 2022) Performance Report to USAID	Programme Manager / Reporting Officer
15-Dec. 2023	Annual Performance Review Meeting with PSU	Programme Manager / National Technical Specialist
Jan.- Dec. 2023	Monthly missions to monitor field progress of the project activities	M&E Coordinator / M&E Officer

## **VII. Legal Context**

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

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

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

[UNDP] [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]<sup>1</sup> [UNDP funds received pursuant to the Project Document]<sup>2</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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<sup>1</sup> To be used where UNDP is the Implementing Partner

<sup>2</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

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**ANNEXES**

- Annex 1: Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)
- Annex 2: Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project
- Annex 3: Terms of Reference for key project personnel listed in HR plan should be developed and attached

**ANNEX 1: OFFLINE PROJECT RISK REGISTER TEMPLATE**

<b>Project Title: Stabilization and Inclusive Development Programme</b>	<b>Project Number: 00133991</b>	<b>Date: 01-Jan-23</b>
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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (See Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
1	If the duty bearers of the provincial governments (e.g education departments, social welfare departments, planning and development departments, TEVTAs and district governments) do not have capacity to deliver the services to right holders.	Due to the unavailability of necessary strategy documents (such as credit policy paper, public private partnership strategy document), trained human resources, and / or financial resources which may cause lack of capacity among	This will limit the duty bearers to adequately respond to the social and economic needs of right-holders thereby restricting the programme to fully contribute to achieving the programme output 2.2 and Country Programme	<b>1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>3 - Moderately likely</b>  Impact: <b>3 - Intermediate</b>  Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>	From: 01-Jan-23  To: 31-Dec-27	Tanya Rzehak, Programme Manager SDP	Risk Treatment 1.1: The project has established mechanism for engaging with the government at national, sub-national and local levels for assessment prioritization and selection of activities which has been used in the previous phases of this programme. The project will provide targeted support to the duty-bearers such as development of strategic documents, training of key staff, rehabilitation of schools, to increase their capacity for meeting their obligations.

	(Source: Social and Environmental Screening Report)	the duty bearers to fulfil their roles.	Document 2023-2027 output 2.1					Risk Treatment Owner: Tanya Rzehak, Programme Manager SDP
2	If primary stakeholders such as women, youth, people with disabilities, transgenders, poor, and religious minorities may not adequately participate in the programme activities designed for their empowerment. (Source: Social and Environmental Screening Report)	The right-holders may not have the capacity to claim their rights coupled with biased / exclusive mobilization strategy of implementing partners towards certain right-holders and not following UNDP's "Leaving no one behind" principle.	The Right-holders' will have limited access to economic growth opportunities (Output 1) and basic services (Output 3) thereby limiting the programme contribution towards CPD Outcome 2.	<b>1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>2 - Low likelihood</b>  Impact: <b>3 - Intermediate</b>  Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>	From: 01-Jan-23  To: 31-Dec-27	Tanya Rzehak, Programme Manager SDP	Risk Treatment 2.1: Consistent with previous practices of utilizing bottom-up approach for identification of community needs and implementation of community-based activities. SIDP will put communities at the center of the assistance provided at the community level. These organized communities will be trained to be informed on their rights and to interact with the government to foster state citizen relationship information exchange for partaking in the development process.  Risk Treatment 2.2 In areas where women face mobility restrictions, the project will provide technical and vocational skills to women tailored to household environment to overcome those constraints. The project has successfully managed these types of sensitivities in the past.  Risk Treatment 2.3: The programme will review and approve mobilization strategies of the implementing partners and will ensure that project related information is disseminated among the targeted communities

								through different channels (in-person mobilization, print and electronic media, social media platform etc.) Similarly, the implementing partners will be sensitized on the importance of "leaving no one behind" principle during orientation meetings.  Risk Treatment Owner: Tanya Rzehak, Programme Manager SDP
3	If duty bearers do not have capacity to deliver, this may lead to communities being unaware of their rights. hence there are chances that these communities may be left out from the development Initiatives. (Source: Social and Environmental Screening Report)	The project interventions may cause disagreement and/or grievances in local communities over selection of project sites, selection of right beneficiaries for assistance and distribution of programme benefits.	The programme benefits may not reach the right population and hence envisaged results of output 1 and output 3 may not be fully achieved.	<b>1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>2 - Low likelihood</b>  Impact: <b>3 - Intermediate</b>  Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>	From: 01-Jan-23  To: 31-Dec-27	Tanya Rzehak, Programme Manager SDP	Risk treatment 3.1: The programme has developed an inclusive criteria for selection of beneficiaries in all interventions and will ensure that the selection criteria is strictly followed. The M&E team will regularly check implementation of the criteria during field missions.  Risk Treatment 3.2: The programme has developed a GRM mechanism in the previous phase wherein relevant information pertaining to registering feedback and grievance are disseminated through social mobilization banners, sign boards etc. The programme will adopt the same mechanism in the future to provide an opportunity to the people to provide their feedback and register their complaints/grievances.  Risk Treatment Owner: Tanya Rzehak, Programme Manager SDP

4	<p>The rehabilitation works may cause minor localised impacts such as noise, dust, vibration, injuries or physical hazards that could affect local communities. There may also be physical harm or financial losses caused by potential failure of structural elements of the project (e.g., collapse of buildings or infrastructure)</p> <p>(Source: Social and Environmental Screening Report)</p>	<p>Poor/incorrect structural designs, use of poor construction material, natural disasters (floods, earthquake) may cause the community physical infrastructures, including schools, to collapse.</p>	<p>Failure and collapse of the structural elements may lead to human and financial losses. Such condition may lead to creating mistrust between the programme and communities which will impede the programme to fully achieve its results of output 1 output 3 and CPD output 2.2.</p>	<p><b>1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS</b></p>	<p>Likelihood: <b>2 - Low likelihood</b></p> <p>Impact: <b>3 - Intermediate</b></p> <p>Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b></p>	<p>From: 01-Jan-23</p> <p>To: 31-Dec-27</p>	<p>Tanya Rzehak, Programme Manager SDP</p>	<p>Risk treatment 4.1: UNDP conducts rigorous assessment before the commencement of works to ensure structural viability. The results of the assessment and scope of work are shared with the education department for their review and endorsement. If the assessment identifies any structural flaws the education department is requested to replace the school. During the implementation phase joint monitoring visits are paid with the education department to monitor the quality of work.</p> <p>Risk Treatment 4.2: UNDP has internal engineering capacity within the project, and this will be employed to conduct frequent visits to rehabilitation sites and will oversee the consultants and contractor's work ensuring compliance with National Occupational Health and Safety Policy of 2018, and relevant national and international labour standards, laws and regulations.</p> <p>Risk Treatment 4.3: The contractor will develop an Occupational Health and Safety Plan, to the satisfaction of UNDP. It will also develop and implement an induction program for all site personnel, which includes as a minimum, an outline of the</p>
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								<p>requirements for environmental management relating to the site.</p> <p>Risk Treatment 4.4: All sample construction materials would be tested in laboratories, documented, and verified by third party consultants and UNDP.</p> <p>Risk Treatment 4.5: All personnel working at sites will be trained in emergency preparedness and response (covering health and safety at the worksite) and will be provided with adequate Personal Protective Equipment.</p> <p>Risk Treatment 4.6: A 10% Performance Bank Guarantee will be obtained from contractors under contract clauses to rectify the poor-quality work during the defect liability period of one year after completion.</p> <p>Risk Treatment Owner: Tanya Rzehak, Programme Manager SDP</p>
5	The project potentially involves or leads to working conditions that do not meet national labour laws and international	1. Project monitoring mechanisms not functioning adequately, and contractors are in violation of labor and safety	Human rights abuses, physical injury, legal liabilities and reputational damage for UNDP and partners.	<b>1. SOCIAL AND ENVIRONMENTAL (1.10. Labour and working conditions) - UNDP Risk</b>	<p>Likelihood: <b>3 - Moderately likely</b></p> <p>Impact: <b>3 - Intermediate</b></p>	<p>From: 01-Jan-23</p> <p>To: 31-Dec-27</p>	Tanya Rzehak, Programme Manager SDP	<p>Risk treatment 5.1: The contractor will produce a Worker Recruitment Plan and present it to UNDP before the initiation of rehabilitation work. This will commit the contractor to employ as many local people as possible. Where migrant workers are used, the contractor will undertake</p>

	commitments, as well as safety measures for labor working at construction sites. (Source: Social and Environmental Screening Report)	laws, conditions and protocols. 2. The contractor may not be fully aware about UNDP's Labour and Working condition standards.		<b>Appetite: CAUTIOUS</b>	Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>			an induction training program, and will present the outline of the program to UNDP for prior approval. Also, the contractor will ensure that child labour is prohibited, and special measures should be in place and agreed upon by both parties.  Risk treatment 5.2: Bidders will be required to provide all necessary arrangements as per National Occupational Health and Safety Policy 2018 for safety of labors and also to follow pandemic protocols.  Risk treatment 5.3: In addition to project engineers, a monitoring team and third-party firms will conduct spot-checks as well as regular monitoring of rehabilitation sites to ensure that safety and labour measures are in place and complied to for all personnel working on project sites.  Risk Treatment Owner: Tanya Rzehak, Programme Manager SDP
6	If security situation in the programme districts in is not stable during the programme life	The incidents of terrorism extra judicial killings, sectarian violence will affect the security landscape	The government might restrict access to the programme geographical areas for implementation	<b>3. OPERATIONAL (3.7. Occupational safety, health and well-being) -</b>	Likelihood: <b>3 - Moderately likely</b>  Impact:	From: 01-Jan-23  To: 31-Dec-27	Tanya Rzehak, Programme Manager SDP	Risk Treatment 6.1: The programme will develop and implement alternative workplans to cater for the time lost due to security issues.  Similarly, where possible and required, the project will work with

	(Mar. 2023 – Dec. 2027)  Source: Analysis of Annual Security Risk Management (SRM) Report (2022)	of the programme districts.	of activities. This could delay delivery of programme output 1 and output 3 by 3 to four months or until the government grants access to the field for implementation of the activities.	<b>UNDP Risk Appetite: EXPLORATORY TO OPEN</b>	<b>3 - Intermediate</b>  Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>			and through government counterparts (Education department, Planning and Development Department, Small and Medium Enterprise Development Authority), Academia, local Civil Society Organizations, and private sector to deliver programme activities at pace.  Risk Treatment Owner: Tanya Rzehak, Programme Manager SDP
7	If access to part of the project areas becomes limited. Source: SDP Project Document (2023 – 2027, Social and Environmental Screening Report)	Due to floods which commonly occurs in the low-lying areas, and dismantle local roads, bridges and other infrastructures. Such floods occur in monsoon seasons (July-August).	As a result, project activities related to rehabilitation of community schemes markets, and schools and setting up of common facilities centers (CFCs) may be delayed for three to four months.	<b>8. SAFETY AND SECURITY (8.6. Natural hazards) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>3 - Moderately likely</b>  Impact: <b>3 - Intermediate</b>  Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>	From: 01-Jan-23  To: 31-Dec-27	Tanya Rzehak, Programme Manager SDP	Risk Treatment 7.1: Time lost due to flash floods will be accounted for in the project workplan. Similarly, the project will work with UNDSS to explore and use alternate safe and secure routes to the project communities  Risk Treatment 7.2 UNDP is already an active member of the Technical Working Group on resilient and sustainable reconstruction led by IOM, Habitat, and UNOPS which will be instrumental in exchange of knowledge, experiences, and best practices.  Risk Treatment Owner: Tanya Rzehak, Programme Manager SDP

8	<p>There is a risk of water-borne or other vector-borne diseases (e.g., temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health (Source: Social and Environmental Screening Report)</p>	<p>Lack of proper water drainage facilities, poor hygienic practices, and lack of awareness regarding health and hygiene may lead to water-borne or other vector-borne diseases.</p>	<p>Increase In water/vector borne diseases may lead to delays in the programme implementation which will Impact the achievements of results</p>	<p><b>1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS</b></p>	<p>Likelihood: <b>2 - Low likelihood</b></p> <p>Impact: <b>4 - Extensive</b></p> <p>Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b></p>	<p>From: 01-Jan-23</p> <p>To: 31-Dec-27</p>	<p>Programme Manager, Tanya Rzehak</p>	<p>Risk Treatment 8.1: UNDP will conduct water quality testing of the water supply schemes. Once tested regular monitoring visits will be conducted to check the cleanliness in the vicinities of the drinking water facilities. Moreover, communities will be sensitized through health hygiene sessions to raise awareness on safe drinking water.</p> <p>Risk Treatment 8.2: For rehabilitation of water supply schemes washing pads and latrines UNDP will ensure proper drainage of water from all the relevant water points to mitigate the risk of water borne diseases.</p> <p>Risk Treatment 8.3: UNDP will ensure that water drain through open channels from water points and washing areas is not stagnant.</p>
9	<p>High rate of inflation due to devaluation of Pakistani currency against USD. vis-à-vis US Dollar (Source: Project document)</p>	<p>Persistent devaluation of Pakistani rupee over the last one year, fluctuation in the local currency because of political uncertainty, bad government policies, global economic</p>	<p>This may lead to delays in project activities under outputs 1 and 3, due to instable market prices and spike in prices due to high inflation. (cost will increase with the devaluation</p>	<p><b>2. FINANCIAL (2.4. Fluctuation in credit rate, market, currency) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS</b></p>	<p>Likelihood: <b>4 - Highly likely</b></p> <p>Impact: <b>3 - Intermediate</b></p> <p>Risk level: <b>MODERATE (equates to a risk appetite</b></p>	<p>From: 01-Jan-23</p> <p>To: 31-Dec-27</p>	<p>Programme Manager, Tanya Rzehak</p>	<p>Risk Treatment 9.1: UNDP will sign fixed rate contracts with the contractors in local currency and contracts are awarded based on the contractually agreed unit rate until the period of contract. UNDP will put a clause in the contract that the unit rate will be applicable until the end of contract. 10% of the contract value is deposited as performance bank guarantee and in case of non-</p>

		conditions,. (Source: project document)	of Pak rupee) during project implementation, negatively impacting the project timelines as well as financial delivery targets		<b>of EXPLORATORY)</b>			compliance UNDP reserve the right to usurp the performance bank guarantee. . Risk Treatment Owner: Programme Manager, Tanya Rzehak
10	The programme may not secure adequate funds from the international donors for actualizing the programme activities as planned between 2023 and 2027. Source: SDP Project Document (2023 – 2027)	Evolving socio-political-climatic situation in the Pakistan may steer the donors to channel their development funds to other geographic area / thematic areas in Pakistan.	The programme will not be able to fully deliver its output 1, output 2, and output 3 as planned in the project document. Hence, the project contribution to CDP outcome 2 will be limited.	<b>2. FINANCIAL (2.6. Budget availability and cash flow) - UNDP Risk Appetite: MINIMAL TO CAUTIOUS</b>	Likelihood: <b>3 - Moderately likely</b> Impact: <b>3 - Intermediate</b> Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>	From: 01-Jan-25 To: 31-Dec-27	Programme Manager, Tanya Rzehak	Risk Treatment 10.1: The programme team will proactively look for partnership opportunities with new/existing donors through submission of effective proposals and securing funds.  Risk Treatment Owner: Programme Manager, Tanya Rzehak
11	The provincial governments may not show willingness to provide support to and participate in capacity building initiatives of the programme.	Due to frequent transfer and posting in the government departments, the newly appointed officers may not be willing to / delay in taking	There will be no ownership of the programme activities and the interventions sustainability, as planned in different	<b>3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite:</b>	Likelihood: <b>3 - Moderately likely</b> Impact: <b>3 - Intermediate</b>	From: 01-Jan-25 To: 31-Dec-27	Programme Manager, Tanya Rzehak	Risk Treatment 10.1: The programme closely observes the posting and transfers in the government departments and constantly coordinates with the government department to keep them apprise of the programme. Moreover, coordination as soon as the new officials takes charge of the

	Source: SDP Project Document (2023 – 2027)	forward the agreements between the programme and respective government departments	activities under output 1, output 2, and output 3, will not be achieved.	<b>EXPLORATORY TO OPEN</b>	Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>			department the programme management immediately touch base with them to apprise them about the programme. The programme also maintains close liaison with the permanent staff of these departments in order to avoid delays due to the transfers of the top brass. Risk Treatment Owner: Programme Manager, Tanya Rzehak
12	Discharge of wastewater from the soakage pits or open drains  (Source: Social and Environmental Screening Report)	poor construction work, blockages, improper disposal of litter or construction waste, improper site selection and/or excessive water flows, or discharge of waste water due to heavy rains or flooding.	Release of pollutants in the environment, including nearby water channels and open-source drinking water, which may damage the environment or cause physical harm or sickness of local people.	<b>1. SOCIAL AND ENVIRONMENTAL (1.11. Pollution prevention and resource efficiency) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>3 - Moderately likely</b>  Impact: <b>3 - Intermediate</b>  Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b>	From: 01-Jan-25  To: 31-Dec-27	Program me Manager, Tanya Rzehak	SIDP will conduct site-specific <b>Technical and Structural Assessments</b> of the rehabilitation sites through UNDP technical teams (including project engineers or third-party engineering consultants, third party contractors or responsible parties) to identify potential risks, including discharge of pollutants in the environment. The Technical and Structural Assessment will enable SIDP to select appropriate sites for the construction work. Sites which are not appropriate for the type of construction required will be replaced after consultation with district administration and relevant stakeholders.  Based on the assessments, <b>Construction Management Plans</b> will be developed and implemented to mitigate the specific risks on the ground.  SIDP will develop site specific designs for the construction work on

								<p>a needs basis. The designs will be developed as per required engineering standards outlined in the Pakistan engineering council codes. During the rehabilitation process, stringent monitoring measures will be undertaken by the technical team (project engineers and third-party engineering consultants) to validate the quality of the work.</p> <p>For rehabilitation of water supply systems, washing pads and latrines, SIDP will ensure proper drainage of water to mitigate the risk of water-borne diseases. Further SIDP will form and train Operations and Maintenance Committees from the target communities, that will be vested with the responsibility to properly operate the schemes and avoid blockage and littering of open drains.</p> <p>Risk Treatment Owner: Programme Manager, Tanya Rzehak</p>
13	<p>Rehabilitation works will generate construction waste.</p> <p>(Source: Social and Environmental Screening Report)</p>	<p>Poor management practices on the part of the construction companies, and improper disposal of construction materials and/or non-hazardous waste may lead to</p>	<p>potential damage to the environment and/or release of non-hazardous waste material in nearby water channels, blockage of</p>	<p><b>1. SOCIAL AND ENVIRONMENTAL (1.11. Pollution prevention and resource efficiency) - UNDP Risk</b></p>	<p>Likelihood: <b>2 - Low likelihood</b></p> <p>Impact: <b>2 - Minor</b></p> <p>Risk level:</p>	<p>From: 01-Jan-25</p> <p>To: 31-Dec-27</p>	<p>Programme Manager, Tanya Rzehak</p>	<p>The waste material will be used in backfilling of the land excavated for foundation and levelling of the nearby land to ensure smooth flow of water. SIDP will ensure measures are developed and implemented to manage and properly disposal of all construction waste and other waste materials generated by the</p>

		generation of construction waste.	water channels with construction waste, water pollution and stagnant water ponds in nearby areas and water channels.	<b>Appetite: CAUTIOUS</b>	<b>LOW (equates to a risk appetite of CAUTIOUS)</b>			rehabilitation works. This will be detailed as part of the <b>Construction Management Plan</b> , to be developed.
14	Women entering the workplace may have greater exposure to places where GBV or harassment may occur.  (Source: Social and Environmental Screening Report)	Women's increased participation in education, employment and economic opportunities has the potential to impact traditional domestic power dynamics which may increase the risk of GBV.	Influx of workers to project sites may also increase risks of GBV in communities. These risks may also apply to other vulnerable groups, such as transgender, disabled people and/or religious and ethnic minorities.	<b>1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>3 - Moderately likely</b>  Impact: <b>2 - Minor</b>  Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b>	From: 01-Jan-25  To: 31-Dec-27	Program me Manager, Tanya Rzehak	Gender analysis has been conducted and appropriate mitigation measures are identified in the <b>Gender Action Plan</b> .