

United Nations Development Programme

PROJECT DOCUMENT – UNDP Pakistan**Programme Title:** Stabilization and Inclusive Development Programme**Programme Number:** 00133991**Implementing Partner:** UNDP**Start Date:** 13th September 2023 **End Date:** 31st December 2027 **PAC Meeting date:** 8th June 2023**Brief Description**

Pakistan is a country bestowed with young (64% of population under the age of 30¹) and entrepreneurial population who can be a catalyst for economic development. Nevertheless, the country has not yet fully realised the potential of youth² for economic growth and development. Lack of decent employment and business opportunities for vulnerable groups (youth, women, transgenders, and minorities), patriarchal notion which restricts women roles in political and public spheres, limitation of women to few roles and jobs, cultural norms restricting women from participation in the socio-economic development process, fragmented economic development, weak institutional framework, and continued political and socio-economic instability have confronted Pakistan with some of the biggest challenges since its inception.

UNDP has been supporting the government and people of Pakistan in promoting economic growth opportunities through its two flagship initiatives, the Stabilization and Development Programme (SDP) and Youth Empowerment Programme (YEP). Since their inceptions in 2015 and 2018, respectively, these two programmes have supported 1.2 million people Pakistan by providing them livelihood opportunities, access to basic services and by contributing towards creating a safe and peaceful social environment by supporting social inclusion and meaningful engagement.

The Stabilization and Development Programme (SDP) initially supported the KP provincial government in livelihoods recovery, social stability, economic growth, and women empowerment for the population of the merged areas. The Youth Empowerment Programme (YEP); another iconic programme of the UNDP fostered the potential of youth across Pakistan for creating green jobs, bridging gap between the youth, policymakers, and parliamentarians, and digitalization of the job market.

Sustainable, inclusive and green economic growth is one of the key focus areas of UNDP Pakistan within its Country Programme Document for 2023 - 2027. With the aim of synergizing and expanding the efforts of SDP and YEP to anchor their expertise and boost the momentum of development interventions, we are consolidating the planned interventions into one larger programme/portfolio focussed on providing socially inclusive economic opportunities to youth and other disadvantaged groups of population. Accordingly, the new phase of the programme will be named “Stabilization and Inclusive Development Programme”.

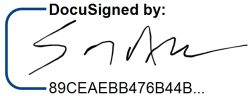
Following a resilience framework, the key initiatives of Stabilization and Inclusive Development Programme (SIDP) include: (i) creation of economic empowerment opportunities through provision of market based skills and access to meaningful employment; (ii) strengthening business enabling environment through technical support to public institutions, (iii) equip vulnerable groups especially youth to remove barriers that limit their access to education, mutual trust and socially cohesive societies contributing to their resilience. The programme is aligned with the priorities in Pakistan Vision 2025, UNDP’s Country Programme Document (CPD), and the United Nations Sustainable Development Cooperation Framework (UNSDCF) (2023-2027).

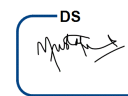
¹ <https://hdr.undp.org/content/unleashing-potential-young-pakistan>

² Youth includes young men young women and transgender people falling with in the age bracket defined for youth.

<p>Contributing Outcome (UNSDCF, CPD, RPD):</p> <p>CPD Outcome 2: By 2027, people in Pakistan 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.</p> <p>CPD Output 2.1: 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>CPD Output 2.2: 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> <p>Indicative Output(s) with gender marker³:</p> <p>Output 1: Equitable economic empowerment opportunities created through skills development and access to meaningful employment (GEN2).</p> <p>Output 2: Business enabling environment strengthened through technical support to public institutions and creation of linkages with the private sector for job-rich economic development (GEN 2).</p> <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 (GEN2).</p>	<p>Total resources required:</p> <p>USD 25,000,000</p>																
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Agreed by (signatures):

UNDP	
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<p>Samuel Rizk Resident Representative, UNDP Pakistan</p>	
Date:	15-Sep-2023




³ The Gender Marker measures how much a programme invests in gender equality and women’s empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

Pakistan is a country full of potential. Renowned financial institution Goldman Sachs in its December 2022 report⁴ “The Path to 2075” predicted that Pakistan would be the sixth largest economy in the world by 2075 with the “appropriate policies and institutions”. To realise its full potential, Pakistan has to address its development challenges. Over the years, Pakistan has been confronted with numerous challenges including poor economic growth, political instability, poor governance, weak institutions and poor social indicators. Despite, the efforts to alleviate poverty, improve access to basic services i.e. (health, sanitation and clean water), promote gender equality and provide education, the progress has been marginal. Pakistan ranked 153rd in the Global Gender Gap Index in 2021, and 154th on Human Development Index in 2020. Nearly 38%⁵ of the population in Pakistan lives in multi-dimensional poverty. According to the Global Multi-dimensional poverty index, every one out of four person lives in severe poverty⁶.

Poverty Trends: Poverty levels in Pakistan have declined over the last two decades, from 61.6% to 21.5% in the last two decades. According to the PIDE report⁷ 2021, the urban poverty decreased from 47.4% to 10.7%, while rural poverty decreased from 67.5% to 27.6%. Provincial poverty trends indicate that poverty decreased in all provinces in the last two decades. Comparative analysis indicates that poverty is highest in Baluchistan and lowest in Punjab. According to the Multidimensional Poverty Index (MPI), poverty levels in KP and in the merged areas are the third and second highest in all regions of Pakistan. Further, the trends indicates that in the last five years the urban poverty has increased from 20% to 29%. Likewise, rural poverty increased from 10% to 17%. Cumulative analysis of urban and rural poverty of provinces indicates that poverty has increased in KP, and rural poverty is higher than urban poverty⁸. The MPI further specifies that deprivation in education and living standards is higher than deprivation in health services in KP⁹. Provincial comparison indicates that poverty levels are the highest in Baluchistan at 40.7%. Further, rural poverty stands at 47%, while urban poverty is 25% both with minimal decline of 1% in the last five years. Punjab is the province with the lowest poverty levels at 16.3%. Analysis indicates that rural poverty was 21% declining from 26% whereas, urban poverty was 9% decreasing by only 1% in last five years¹⁰.

Economic Growth: Economic growth in Pakistan is programmed to be around 2% for the year 2023, which shows a significant decline from year 2022 where growth was nearly 6%. A tight monetary stance, debt servicing, loan repayments, high circular debt, unfavourable global environment and recurring natural disasters are likely to disrupt economic growth. As per prediction, the economic growth for fiscal year 2024 is programmed at 3.2%. The effect of the floods will likely exacerbate poverty and the poverty rate in the country may increase by 2.5 to 4 percentage points pushing nearly 6 to 9 million people into poverty¹¹. Additionally, large current account deficit together with political instability has depreciated the currency where USD / PKR exchange rate on 1st February 2022 was 1/176 whereas it stood at 1/277 on 1st February 2023, thus losing 57% of its value over the last one year¹². The Pakistan Rupee depreciation has increased inflation to 27.6 percent in January 2023¹³. Inflation will have an adverse effect on already impoverished households. The effects of COVID-19, recent floods and poor economic recovery have increased unemployment and food insecurity¹⁴.

⁴ “The Path to 2075”, Kevin Daly and Tadas Gedminas, Goldman Sachs,

⁵ <https://hdr.undp.org/sites/default/files/Country-Profiles/MPI/PAK.pdf>

⁶ <https://www.policyforum.net/pakistans-substantial-development-challenge/>

⁷ <https://pide.org.pk/wp-content/uploads/rr-050-the-state-of-poverty-in-pakistan-pide-report-2021-68-mb.pdf>

⁸ Ibid

⁹ Government of Pakistan (2016)

¹⁰ <https://pide.org.pk/wp-content/uploads/rr-050-the-state-of-poverty-in-pakistan-pide-report-2021-68-mb.pdf>

¹¹ Relief Web, Pakistan Development Update, October 2022.

¹² <https://www.bloomberg.com/quote/USDPKR:CUR>

¹³ Pakistan Bureau of Statistics

¹⁴ Pakistan Development Update; Inflation and the Poor, 2022. World Bank

Youth in Pakistan: Around 64% of the population in Pakistan is below the age of 30¹⁵, a huge potential opportunity and challenge at the same time. The youth¹⁶ literacy rate stands at 72% in Pakistan, while around 28% are illiterate. Comparative analysis indicates that youth literacy is lowest in Baluchistan (57%¹⁷) followed by Sindh (65%¹⁸) and Khyber Pakhtunkhwa (67%¹⁹). Additionally, there is marked gender disparity in education indicators, youth literacy rate among women is 65%²⁰ while the youth literacy rate among men is 79%²¹. The poor economic growth rate, large public debts, high inflation, struggling private sector, low exports, closure of industries/businesses and shortcomings in budget have exacerbated unemployment and illiteracy among youth²². Further, absence of an effective youth integration policy has led to an increase in civic apathy and political disinterest²³.

Unemployment: Livelihoods in developing countries like Pakistan are exposed to human, natural, physical, social and financial threats. Currently, the unemployment rate in Pakistan stands at 6.5%²⁴. The unemployment rate among youth is 11.1%²⁵ and is significantly higher in comparison to other age groups. Out of these 14.4% are women and 10% are men. Women participation in labour force in Pakistan has been consistently low, the unemployment rate stands at 8.9% in 2020-21.²⁶ Further, studies reveal that a major part of the working age population is not a part of the labour force. These trends can be attributed to the changing age dynamics of the labour force caused by the current demographic transition that has resulted in a youth bulge. A large portion of this youth bulge is uneducated with little to no market appropriate technical and life skills. The situation is further exacerbated due to structural mismatch, divergence between the demographics of urban and rural areas, regional/ provincial discrimination in the access to job opportunities and sectoral imbalance²⁷. Additionally, the decline in productivity of youth can also be attributed to lack of basic services including health and education.²⁸ As per statistics, the unemployment rate in Sindh was 3.9% in 2020-21. Further, the employment to population ratio indicates that only 14.2% of women are employed out of the total working age population in Sindh. Provincial analysis indicates that unemployment has been highest in KP as compared to other provinces, the unemployment rate in KP was 8.8% in 2020-21. The women participation rate has increased by 0.5% from 2018-19 to 2020-21. Further, the employment to population ratio suggests that only 13.3% of women are employed out of the total working age population in KP²⁹.

Micro Small and Medium Enterprises (MSMEs): In developing economies like Pakistan, the importance of MSMEs cannot be understated. MSMEs contribute tremendously to the GDP and act as a catalyst to development. Besides generating economic wealth, MSMEs play an important role in supporting innovation, generating competition and improving socio-economic indicators.³⁰ In Pakistan, MSMEs make up more than 90% of all business with 40% contribution in GDP and 80% in employment of non-agriculture workforce³¹. Notwithstanding the importance of MSMEs, they are confronted with a wide range of challenges in Pakistan which include limited financial resources, inadequate infrastructure, insufficient investment opportunities, unavailability of modern technology and poor trade in the country³². Provincial comparison shows that growth and prosperity of MSMEs

¹⁵ Pakistan Bureau of Statistics_PSLM 2019-20

¹⁶ Youth age group: 15-24 Years

¹⁷ Ibid

¹⁸ Ibid

¹⁹ Ibid

²⁰ Ibid

²¹ Ibid

²² Ibid

²³ <https://www.policyforum.net/pakistans-substantial-development-challenge/>

²⁴ Pakistan Labor Force Survey, 2020-21.

²⁵ Ibid

²⁶ Pakistan Labour Market Survey 2018-19

²⁷ <https://pide.org.pk/pdf/PDR/207/Volume4/611-621.pdf>

²⁸ International Labour Organisation_Pakistan

²⁹ https://www.pbs.gov.pk/sites/default/files/labour_force/publications/lfs2020_21/Key_Findings_of_Labour_Force_Survey_2020-21.pdf

³⁰ https://www.researchgate.net/publication/303826540_Growth_of_Small_and_Medium_Enterprises_in_Sindh_Role_of_Socio_Economic_Cultural_and_Political_factors

³¹ https://imsciences.edu.pk/files/journals/vol11_2019/New%204%20M.pdf

³² PBS Pakistan Bureau of Statistics: Government of Pakistan. 2019. <https://www.pbs.gov.pk/publications>

in KP has been substandard in comparison to other provinces i.e., Punjab and Sindh. MSMEs are confronted with numerous barriers in KP, which include unexpected power outage, inadequate support from the government, limited access to finance, high business costs, minimal profit margin, strict government regulations and seasonal effects. Furthermore, due to the fluctuating security situation, and periods of instability, KP has not been a lucrative environment for MSMEs. There are numerous structural, institutional and socio-cultural barriers faced by women entrepreneurs these include limited access to information and guidance, limited financial capital, lack of business development skills, limited platforms for marketing and visibility, patriarchal norms and ineffective professional networks³³. Likewise, MSMEs in Sindh are facing several challenges due to low inventory levels, restriction on imports and declining export orders. Moreover, lack of skills and technical education and soaring inflation have increased the overall management cost of firms.

Technical Education/Skills: The existing system of technical and vocational training in Pakistan lacks expertise. There is a mismatch in demand and supply of skills, as a result unemployment has significantly increased. Pakistan has lagged in terms of skills development of young graduates, and the training provided is not based on market demands. The existing TVET sector's capacity to provide appropriate demand-oriented training to enhance the technical and professional skills of the workforce is inadequate, keeping in view the growing youth population. This is because local industries and employer role in delivery of technical education and vocational training and policy making is marginal. Further, this is accompanied with a weak, futile and unreliable labour market information system, which lacks information regarding the demands of local industry³⁴. Additionally, comparative analysis suggests that Pakistan's labour force participation (44%) in comparison to other developing countries in the region is low. Due to this, a large portion of the population is unemployed affecting health, education and quality of life. Participation of women in technical institutes is influenced by societal and cultural norms, thus their participation is limited, especially in traditionally male dominated fields such as science and engineering. Notwithstanding, the increase in women's education levels and improvement in participation, gender disparity in labour force remains high (50%)³⁵. The disparity is profound in KP as the gender wise analysis of the existing skilled workforce indicates that 95% of the men in the workforce are skilled while only 5% of women are skilled³⁶.

Digital Skills: Pakistan has made significant progress when it comes to the Information Technology (IT) industry. The freelance market in Pakistan has grown tremendously and is ranked 4th in the freelance development world. Pakistan has more than 300,000 IT professionals and produces around 20,000 IT graduates every year³⁷. However, the growth in IT sector has been limited to metropolitan areas. The rural areas have been digitally disconnected due to poor access to internet, connectivity issues, lack of education and lower incomes levels³⁸. As evidenced from Oxford University Press report, poor access to internet services is a major barrier in digital learning. Around 68% of the teacher complained about poor access to internet as a major barrier to digital literacy, while 56% reported lack of digital skills. It is thus pertinent to focus on digital competency skills among educators, parents and students³⁹.

Access to Services: Pakistan is struggling with improving its socioeconomic indicators. There is a lack of access to health and other basic services. In Pakistan, around 40% of the population is multi-dimensionally poor. Further, as per the Maternal Mortality Rate Index (MMRI), Pakistan ranked 149 out of 179 countries. Likewise, access to education is inadequate, as around 20% of the children aged 6 to 16 years do not have access to schools. Furthermore, Pakistan ranked at 9th position with the lowest

³³Problems Faced by Women Entrepreneurs in Kohat City of Khyber Pakhtunkhwa-Pakistan, 2012. <https://www.macrothink.org/journal/index.php/ijhrs/article/viewFile/1241/1003>

³⁴ <https://pssr.org.pk/issues/v5/3/challenges-and-opportunities-of-technical-and-vocational-education-and-training-in-the-province-of-sindh-pakistan.pdf>

³⁵ Bano, Naila, Siliu Yang, and Easar Alam. 2022. Emerging Challenges in Technical Vocational Education and Training of Pakistan in the Context of CPEC. *Economies* 10: 153. <https://doi.org/10.3390/economies10070153>

³⁷ Digital Pakistan Policy 2018. DIGITAL PAKISTAN POLICY.pdf (moitt.gov.pk)

³⁸ <https://firstmonday.org/ojs/index.php/fm/article/download/10304/10213>

³⁹ <https://newsupdatetimes.com/new-report-lack-of-skills-holds-back-digital-learning-affecting-both-students-and-teachers/>

access to clean and safe drinking water, around 20% of the people had access to clean drinking water⁴⁰

Gender Inequalities: Gender inequality is a major concern in Pakistan, as per Global Gender Gap Index Report 2022 Pakistan ranked 145th out of 156 for economic opportunities and participation, 135th for education attainment, 143rd for health and 95th for political empowerment. Women engagement in political activities is increasing, however women continue to remain underrepresented in leadership roles. The existing patriarchal notions restrict women roles in political and public spheres. Furthermore, gender disparity is profound in the electoral system, a gender gap of 12.5 million in electoral rolls was observed. Additionally, women's participation in labour force is marginal in comparison to men; men account for around 85% of the labour force, whereas women make up 23% of the labour force. Likewise, the disparity seems profound in the income, as women income is 16% of means income. Moreover, the informal labour force constitutes 71.8%⁴¹ of women and despite the significant contribution to the economy their income is minimal. As a result of low income and lack of meaningful and sustainable employment women face a multitude of vulnerabilities including lack of income security, poor nutrition, health issues and high economic vulnerability⁴².

Social cohesion: Pakistan is a pluralistic society in terms of the religious, ethnic and linguistic composition. Ethnic groups in Pakistan include Punjabis, Pashtuns, Sindhis, Baluchis, Muhajirs, Saraiki, Hazaras and other ethnic groups. The incongruence between Pakistan's diversity and the political institutions has exacerbated ethno-national strife. Although Pakistan's political state design ensures powerful and autonomous provincial governments through 18th constitutional amendment, however, the federal governments exercise more authority by virtue of controlling the key state institutions, especially those responsible for ensuring law and order and accountability. As a result, provincial identities, economic challenges and political concerns are largely ignored. This resentment manifests in the form of disputes over resources. The inequalities deepen the ethnic and sub-national divide in the societies reducing social cohesion and mutual trust⁴³. Additionally, more than 95% of the population in Pakistan is Muslim. Despite being a Muslim majority, sectarianism has become a serious concern. The Muslim majority in Pakistan is divided into two main sects Sunni and Shia. Sectarian animosity has increased in Pakistan over the years and is becoming a threat for the citizen⁴⁴. Sectarian polarisation between Sunnis and Shias have adversely affected the state and the society and caused thousands of lives⁴⁵. Besides Muslims, Pakistan houses diverse religious groups including Christians (1.59%), Hindus (1.60%), Ahmadis (0.22%) and others (0.3%)⁴⁶. According to the 2017 census, the 1.59% of Christians are based in Punjab, Sindh and Islamabad, while 1.60% of Hindus are mostly concentrated in rural parts of Sindh. The constitution of Pakistan guarantees freedom to all minorities, including Christians, Hindus, and Sikhs. Sindh and KP have their unique challenges. In Sindh, the ethnic division among different groups is a cause of discontent which is compounded by variations in terms of development between urban and rural areas and availability of equitable opportunities for youth from minorities. All these factors are negatively affecting social cohesion in the province. Khyber Pakhtunkhwa has been confronted with years of instability due to the ongoing security operations. This led to mass displacement, damage of infrastructure and economic and social repercussions. Years of instability have resulted in strengthening of group identities. In KP, sectarian strife such as in Kurram and Orakzai and disillusionment towards future because of lack of political and economic space especially in tribal areas results in major challenges for the state institutions. The increase in tribal feuds, violent extremism and criminal activity has exacerbated the existing systematic issues including poor governance. It has also led to the loss of lives, destruction of assets

⁴⁰ Khan, S.U., Hussain, I. Inequalities in health and health-related indicators: a spatial geographic analysis of Pakistan. *BMC Public Health* 20, 1800 (2020). <https://doi.org/10.1186/s12889-020-09870-4>

⁴¹<https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0278710#:~:text=In%20Pakistan%2C%20approximately%2072%20percent,percent%20is%20women%20%5B37%5D>

⁴²<https://asiapacific.unwomen.org/en/countries/pakistan#:~:text=Gender%20inequality%20is%20of%20significant,95%2F156%20for%20political%20empowerment>

⁴³ Kukreja, Veena (2020). Ethnic Diversity, Political Aspirations and State Response: A Case Study of Pakistan. *Indian Journal of Public Administration*, (), 001955612090658-. doi:10.1177/0019556120906585

⁴⁴<https://www.crisisgroup.org/327/asia/south-asia/pakistan/new-era-sectarian-violence-pakistan#:~:text=Pakistan's%20four%20Sunni%20sub%2Dsects,per%20cent%20of%20the%20population>

⁴⁵ <http://pu.edu.pk/images/journal/studies/PDF-FILES/Moonis%20Ahmar-1.pdf>

⁴⁶<https://pssr.org.pk/issues/v5/3/issues-and-state-of-religiousminorities-in-pakistan-a-systematic-literature-review.pdf>

and disruption of social system⁴⁷. Overall, multi-dimensional challenges for social cohesion are a major issue affecting peace and harmony.

Climate Change: Pakistan is among the countries most vulnerable to climate change. Pakistan has faced disastrous effects of climate change in the past decade. The climate crisis poses several threats to the well-being and prosperity of the people. The increase in extreme weather events such as recurring heatwaves, flash floods, droughts, riverine and sea storms has exacerbated vulnerabilities of people. Pakistan is highly susceptible to climate change owing its reliance on agriculture sector. Agriculture sector in Pakistan is a source of employment for nearly 42% of the population. Changes in weather patterns have resulted in a decline in both crop yield and quality. The overall decrease in agriculture productivity has increased unemployment, poverty and food insecurity. ⁴⁸Sindh is one of the hardest hit regions by climate change in Pakistan, as it has the highest exposure to extreme climate hazards. The recent flash floods have left much of the province under water and have substantially damaged infrastructure. The prolonged dry periods have led to hunger and death of livestock, resulting in a loss of livelihood for families dependent on livestock⁴⁹. Balochistan and Khyber Pakhtunkhwa are also highly susceptible to the adverse effects of climate change. The dense river systems have increased the likelihood of flash floods due to heavy monsoon rainfall. Additionally, droughts are common in southern parts of KP, as these areas have high temperature and less rainfall. Extreme weather events in KP have increased food insecurity and have exacerbated inequalities⁵⁰.

Natural and Human Induced Disasters: Pakistan has faced several natural hazards including earthquakes, floods and landslides in the last few decades that escalated to humanitarian crisis resulting in casualties, mass destruction and loss of livelihoods. According to the Post Disaster Need Assessment 2022, around 33 million people were affected by the 2022 floods. The rain-induced floods took lives of 1,700 people, destroyed infrastructure and livelihoods. The floods in Pakistan will result in an increase in poverty levels from 3.7 to 4.0 percentage points and push another 8 to 9 million people into poverty. Floods are likely to significantly affect already vulnerable groups including women, persons with disability and refugees due to the poor access to social services and coping mechanisms⁵¹. These devastating floods taking place in the backdrop of COVID-19 pandemic have affected millions of people in Pakistan. It exacerbated vulnerabilities of those already at risk. The pandemic disrupted the demands and supply chains, increasing problems for small and medium sized enterprises, new business, entrepreneur's and daily wagers⁵². Labour force in urban areas faced the brunt of the situation as unemployment rate increased by 42% in urban areas and 38% in rural areas⁵³. The pandemic amplified vulnerabilities of women, with social confinement measures women took a large share of care work and were more likely to be subjected to gender based violence. Additionally, girls' education was severely impacted during COVID-19, even after the reopening of the schools around 13 million children remained unenrolled out of which 60% were girls⁵⁴.

The evolving situation in areas bordering Afghanistan has contributed to the instability in the country. As a result, the threats against locals and the authorities have increased. To address threats against the local population, security forces have been conducting operations. In the past, frequent clashes between security forces and miscreants have been a major reason for instability in the province resulting in mass displacement in the north-west of Pakistan. Further, poor security situation in Baluchistan stems from both political upheaval and disagreements between groups⁵⁵. Uncertainty in Pakistan impedes economic growth by damaging infrastructure, domestic savings, capital formation,

⁴⁷ <https://www.usip.org/publications/2015/01/conflict-dynamics-sindh>

⁴⁸ <https://reliefweb.int/report/pakistan/climate-change-impacts-health-and-livelihoods-pakistan-assessment>

⁴⁹ https://www.popcouncil.org/uploads/pdfs/2021SBSR_ClimateChangeSindhPakistan.pdf

⁵⁰ https://few.kp.gov.pk/uploads/2022/09/KP_Climate_Change_Policy_20221.pdf

⁵¹ Pakistan Flood 2022, Post Disaster Need Assessment. <https://www.pc.gov.pk/uploads/downloads/PDNA-2022.pdf>

⁵² https://www.finance.gov.pk/survey/chapters_21/Annex%20IV%20Covid.pdf

⁵³ http://pu.edu.pk/images/journal/indianStudies/PDF/6_v8_1_22.pdf

⁵⁴ <https://www.theigc.org/blog/has-covid-19-exacerbated-gender-inequalities-in-pakistan/>

⁵⁵ Country of Origin Information Report (2021). EASO Pakistan Security situation

foreign investment, tourism. It has resulted in an increase in inflation, mass displacement, debt burden, brain drain and capital flight⁵⁶.

II. STRATEGY

Pakistan has made positive strides to address its development challenges through structural economic reforms, democratic transition, and focused large-scale initiatives for human capital development, stabilization and poverty alleviation. Moving forward, the country aims to achieve objectives pertaining to governance, economic, social and environmental matters. Commensurate to the overall objectives, the Government of Pakistan has demonstrated a strong commitment to achieving the Sustainable Development Goals, embracing the 2030 Agenda for Sustainable Development, and leaving no one behind by adopting the UNDP-supported goals frameworks as part of its national development planning, 'Vision 2025'.

SIDP through the UNDP Country Programme Document contributes to the goals set in the vision and relates broadly to aspirations noted in Vision 2025, pillar II: Achieving sustained, indigenous and inclusive growth, and pillar V: Private sector and entrepreneurship-led growth; and will directly contribute to SDGs Goal 1: No Poverty; Goal 4: Quality Education; Goal 5: Gender Equality; Goal 8: Decent Work and Economic Growth and Goal 10: Reduced Inequalities.

At the UNDP country level, the SIDP is aligned with CPD outcome 2 "Sustainable, inclusive and green economic transformation", contributing to UN Sustainable Development Cooperation Framework (UNSDCF) Outcome 4: Sustainable Inclusive Economic Growth and Decent Work, and broadly contributing to UNSDCF Outcome 2: Gender Equality and Women's Empowerment.

SIDP utilized the learnings from the previous two independent evaluations in 2020 and 2021 for assessing the performance and impact of Stabilization and Development Programme (2018-2022) and has incorporated the key findings and recommendations in the current programme design (2023 – 2027) to make it more effective, efficient, and youth and gender responsive. Key recommendations emanating from both evaluations have added to the programme learning curve and as a result, the programme will further strengthen partnerships with government and private sector to expand the programme outreach and financial resources. The programme has been designed with increased participation of women across all outputs to ensure gender equality and women empowerment. The programme's economic empowerment component shall consider the provision of critical facilitating factors, such as access to markets and finance while designing entrepreneurship training programmes. These evaluations further instilled in the programme learning path that youth engagement activities such as dialogues and forums at district levels will be a step forward in creating socially cohesive communities. Likewise, establishing accountability to affected population mechanism at programme level will increase communities' say in and ownership of the programme activities.

SIDP will build on these learnings from the previous phases and will adopt new approaches based on the contemporary knowledge of development issues in the country. Thus, SIDP will support in promoting employability and entrepreneurship; enabling market driven skills development through private sector linkages, creating an enabling environment for public private partnerships, access to finance and investment promotion; SIDP will also provide technical support to government institutions for gender inclusive economic growth strategies/policies and build trust between youth, communities and local government to create a conducive environment for equitable and inclusive economic development and increase resilience. Programmatic interventions will be implemented across four tiers: institutions and systems, community level, household and individual.

⁵⁶ Zakaria, Muhammad; Jun, Wen; Ahmed, Haseeb (2019). Effect of terrorism on economic growth in Pakistan: an empirical analysis. *Economic Research-Ekonomska Istraživanja*, 32(1), 1794–1812. doi:10.1080/1331677X.2019.1638290

SIDP will work on mitigating socio-economic inequalities in both rural and urban areas through economic empowerment and improving skills of unemployed youth, women, vulnerable groups (especially people with disabilities, and minorities, migrants, and refugees) and low-income communities, to accomplish inclusive and resilient economic growth.

To leave no one behind, SIDP will apply a gendered cross-cutting approach to all its interventions to ensure that women, girls and trans people are agents and leaders of transformational change at all levels.

The programme will support women's economic empowerment by contributing to the growth of women-owned businesses in urban and rural areas through access to finance, skills and entrepreneurship training, as well as by facilitating linkages with local and regional supply chains. It will scale up engagement with women-led social and digital enterprises, contributing to an enabling environment for women in technology by helping to train women in essential digital skills and soft skills.

Gender-responsive implementation will be ensured through working together with authorities, UNDP partners, private sector, individuals and community organizations to promote gender equality. Moreover, efforts will be made to include the voices of the most vulnerable segments of society so that their perspectives and challenges are fully incorporated into programme interventions.

All three outputs of the programme have been categorized as Gen 2 on the UNDP gender marker as gender equality is a significant objective in all the outputs. These targeted interventions across programme outputs will contribute to UNSDCF output 2.5 which states that women and girls, especially those most vulnerable and marginalized, benefit from a right-based, gender-responsive enabling environment that ensures their active participation in, and ability to benefit from, the economy.

The results framework integrates gender equality results into all indicators, baseline data and targets that are currently set at a minimum of 50% female beneficiaries. All the indicators are disaggregated, and data will be collected for analysing the extent and level of gender inclusion in the programme. SIDP will update and develop gender equality programming needs assessments, frameworks, indicators and routine monitoring mechanisms. All implementing partners of SIDP will be trained and sensitized on gender mainstreaming, inclusion, and prevention of abuse and harassment. A detailed gender analysis of the programmatic interventions will be conducted in 2023 to gain knowledge on where the programme stands, how gender concerns are being incorporated, and how the programme can further improve in addressing gender requirements.

The programme will have a strong partnership with the Government, at federal and provincial levels, to implement a harmonised approach for development and income generation for youth. The programme will strengthen its collaboration with partners, donors, and civil society organization in their respective roles. This includes collaboration with the United Nations agencies, international donors, private sector, business associations, chambers and industries, as well as civil society organizations (CSOs). Partnerships with the United States Agency for International Development (USAID), the Government of Japan (GoJ), the Government of Canada, and Sindh Education Foundation will be further strengthened, and partnerships will be sought with European Union, the Foreign Commonwealth and Development Office, gulf countries and other potential donors. SIDIP will explore synergies and opportunities to work together with other units and projects of UNDP, i.e., the Resilience, Environment and Climate Change Unit where we will look to partner on youth for climate change, green jobs, and floods response, the Decentralization, Human Rights and Local Governance project, Merged Areas Governance project, and others. SIDP will also aim to strengthen south-south cooperation through existing youth initiatives implemented in collaboration with the regional office; and linkages with UNDP Afghanistan for cross-border cooperation.

Theory of Change:

The theory of change (ToC) is built on the premise that people of Pakistan, particularly youth, women/girls and other vulnerable groups are confronted with limited economic opportunities because of erratic economic growth, limited opportunities for enhancing market-oriented skills, employability and entrepreneurship, and weak service delivery. To overcome these challenges SIDP recognizes the need to promote gender inclusive and sustained economic growth through business enabling environment, decent jobs, strengthened public institutions and improved mutual trust.

The SIDP ToC considers the need to address the prevailing challenges through aligning it with the UNDP Strategic Plan and the Pakistan Country Programme Document 2023-2027. The programme is directly linked with CPD Outcome 2: Sustainable, inclusive and green economic transformation (Outcome 4 of the UNSDCF), and broadly aligned with UNDP Strategic Plan, Signature Solutions 1: Poverty and Inequality, 2: Governance, 3: Resilience, and 6: Gender Equality.

The programme's theory of change is premised on the belief that:

IF “the enabling and inclusive business environment and financing for development are enhanced for job-rich economic sectors,

AND

If access to productive capacities and services is improved for sustainable livelihoods, employability for youth, girls, women, and other vulnerable groups.

THEN

People will be economically empowered, resilient and socially cohesive which will set the foundation for a sustainable, inclusive and green economic transformation.”

In order to address the development challenges as identified in the previous section, and to ensure that planned interventions provide solutions for these barriers and the programme contributes to the change reflected in the theory of change model, activities will be implemented in coordination with, provincial governments, private sector, NGOs and CSOs and other stakeholder partners through the three programme outputs outlined below.

Output 1 Equitable economic empowerment opportunities created through skills development and access to meaningful employment. Through its output 1 the programme will also rehabilitate damaged small scale community schemes which may include but not limited to rehabilitation of WASH facilities, drinking water supply schemes, small link roads and others.

Output 2 Business enabling environment strengthened through technical support to public institutions and creation of linkages with the private sector for job-rich economic development.

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.

The programme will engage with the provincial governments, public and private sectors, MSMEs and TVET institutes for economic empowerment and enabling business environment for job rich economic development through outputs 1 and 2. Major interventions through these outputs include digital skills training, access to finance, facilitating and promoting investment, and development of gender inclusive economic growth policies. Through its output 3 the programme ensures equal access to education, developing mutual trust and socially cohesive societies contributing to their resilience. The programme will achieve this through organizing social cohesion events such as youth dialogues and cultural/sports events. The programme will also rehabilitate the damaged schools.

The programme specifically contributes to the CPD outputs 2.1 and 2.2:

Output 2.1: Enabling business environment and financing for development (including technical and financial ecosystem) for job-rich economic and regional connectivity and cross-border development.
Output 2.2: 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.

The pictorial presentation of the ToC is illustrated in the following figure:

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People in Pakistan particularly youth, women transgender people and other vulnerable groups have limited economic opportunities because of erratic economic growth, limited opportunities for enhancing market-oriented skills employability and entrepreneurship and weak service delivery.

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The theory of change is based on UNDP’s global experience of supporting livelihoods and economic recovery in crisis situations and its economic development models. The proposed programme also draws on UNDP Pakistan’s years of sectorial experience and is also strongly linked to Government strategies, including the national vision 2025. The activities for achieving desired outcomes will be implemented through four layers of intervention which include interventions at a) institution level b) community level c) individual and d) household levels.

Some key assumptions that underline the “theory of change” include:

1. Government and private sector will collaborate to support and provide economic opportunities for youth employment and entrepreneurship (all outputs).
2. National ownership will be fostered through implementation of policy reforms and Government strategies to ensure sustainability (all outputs)
3. Partnerships will be increased through multi-sectoral collaboration with public and private sector organisations, (all outputs)
4. Political and law order situation will remain steady and not hinder the Programme progress. (all outputs)
5. The programme objectives and interventions will generate continued donor engagement (all outputs).

Major risks and risk mitigation plan related to programmatic, strategic, operational and financial aspects are described in the risk log annexed to the project document.

Target Groups

The primary target groups of this programme will include youth, women, transgender people, and other vulnerable groups, Government of Pakistan including national, provincial and local entities, private sector and departments related to youth, planning, development and resilience. Secondary target groups of this programme will be, development partners, NGOs and CSOs including academia and media.

Geographic Focus

SIDP is designed as a countrywide programme. The programme is implementing most activities in Khyber Pakhtunkhwa and Sindh Province but can expand its interventions in accordance with arising needs and priorities.

Current target districts include Charsadda, Dera Ismail Khan Khyber, Kurram, Nowshera, Orakzai, Swat, Tank, North Waziristan and South Waziristan in Khyber Pakhtunkhwa; and Karachi (Malir, Korangi, District East, Kemari), Hyderabad, Jamshoro, Thatta, Badin, Sanghar, Tharparkar, Larkana, Khairpur, Sukkur, Jacobabad and Umerkot in Sindh. Further specific districts will be selected during programme implementation.

III. RESULTS AND PARTNERSHIPS

Expected Results

To address the development challenges and ensure that planned interventions achieve the expected results, the programme will implement activities through three integrated outputs.

Output 1: Equitable economic empowerment opportunities created through skills development and access to meaningful employment.

Output 1 will focus on the following main activities and results:

Youth have access to meaningful employment after acquiring relevant skills for the future of work, ensuring inclusion of young women and excluded youth groups: this activity aims to address the challenges faced by working youth (both in urban and rural areas) including lack of employable skills, ineffective TVET facilities, gap in demand and supply of skills and inequalities in employment opportunities. To overcome these challenges UNDP in collaboration with the private sector will provide technical, vocational, life-based, digital and soft skills training and apprenticeship opportunities for youth, women, marginalized and vulnerable groups. Further, the programme will explore opportunities for industrial training and job placement for skilled youth at industries/businesses for youth, especially women. These activities will focus on ensuring women inclusion, as their participation in formal and informal technical institutes has been inadequate in comparison to the men. The trained youth will be further linked with government loans, MFIs, banks for access to loans and micro-credit.

Development platforms available to Micro, Small. And Medium Enterprises (MSMEs) for inclusive and sustainable value chains: MSMEs will be supported by establishing and equipping common facility centres for businesses led by women and link them with the private sector. UNDP will also provide cash grants to women and men beneficiaries for revival and restoration of their livelihoods. Online platforms for MSMEs manufacturing target products will be developed, and they will receive mentorship on making their product marketable. Women led SMEs will be provided digital and soft skills to help them access and utilize online platforms and enhance business development, and marketing skills. Digital skills training will help close the skills gap for women entrepreneurs and will increase employment opportunities for other women.

Increased access to finance: Financial literacy for women and men in areas with limited access to finance. Financial literacy trainings will be provided to the unbanked population to facilitate financial inclusion, with key focus on women and women-led businesses. The programme will partner with banks to establish dedicated women desks. Partnerships will also be created with MFIs to support their expansion to targeted areas with low access to finance and micro-credit loans. MSMEs and individuals will be linked with banks and micro-finance providers for loans and micro-credit applications.

Improved access to basic services and assets: communities will be engaged to restore small community schemes increasing access to basic social services and economic assets. Restoration of the community physical schemes will include drinking water supply schemes (operationalization of damaged water sources), solarization of water supply schemes, communication channels (such as link roads and farm to market access roads) and other economic infrastructure such as commercial hubs (washing pads, water supply and latrines) in a gender inclusive and disability enabled approach. The repair activities will be implemented either through private contractors, or responsible parties (NGOs, CBOs) in close coordination and approval of the relevant government authorities and under the oversight of UNDP (third party monitoring and project engineers). The activities will contribute to restoration of livelihoods, reinvigorate economic activity and increase resilience of communities and individuals that sustained economic shocks triggered by natural and human-induced disasters. All activities are selected based on government plans and priorities. The project engages with the government at provincial level through P&DD and other relevant line departments and with the district authorities at the local level. All activities are agreed and signed off the respective district administrations. After completion of activities and verification by third party monitoring firm the schemes are jointly visited and handed over to the district administration.

The expected results of output 1 will directly contribute to CPD output 2.2 of the CPD; *Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods, jobs employability for youth, women, and other vulnerable groups.* (CPD indicator 2.2.1: Number of people benefiting from improved infrastructure for recovery in crisis and post crisis setting and CPD indicator 2.2.2: Number of people benefiting from jobs and improved livelihoods in crisis or post crisis settings)

Output 2: Business enabling environment strengthened through targeted technical support to public institutions and creation of linkages with the private sector for job-rich economic development.

Output 2 will focus on the following main activities and results:

Technical assistance provided to provincial government to design and implement strategies to create enabling environment for business and private sector investment: enabling business environment can spur private sector development in general and particularly benefit SMEs, thereby fostering economic inclusion and shared prosperity. The private sector investment will be encouraged through various support interventions. Under this component efforts will be made to create a private sector driven approach to economic growth. Support will be provided to the provincial government in the following key areas:

- Support and facilitate private sector access to formal financing. This component will provide support on both demand and supply side of finance. On the demand side, it will facilitate the private sector access to finance by improving their compliance to bank regulations. On the supply side, it will work with financial institutions to develop customized products for the micro and small businesses.
- Support P&DD in identification of private sector investment opportunities that can be executed on public private partnership models in coordination with relevant departments / district administration.
- Support investment promotion and facilitation through the development of a strategy for investment promotion and provision of training and capacity building regarding promotion of new business ventures, investor targeting and policy advocacy.
- Facilitate reform in the skill development sector to introduce market need based skill development training and facilitate placement of trained youth in potential employment opportunities.

Increased capacity of public and private sector institutions to develop gender inclusive economic growth-related policies and actions: The unit will provide technical assistance in streamlining plans and develop concepts that will assist the provincial government in developing strategies and projects aligned with key objectives for economic growth. The programme will ensure that these policies and frameworks are gender inclusive and enable women participation in the development process. The provision of this support will directly increase the output and efficiency in terms of sustainable economic growth projects and interventions.

The expected results of output 2 will directly contribute to output 2.1 of CPD: *Enabling business environment and financing for development (including technical and financial ecosystem) for job-rich economic and regional connectivity and cross-border development.* CPD indicator 2.1.2: 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 national and sub-national level)

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.

Output 3 will focus on the following main activities and results:

Social cohesion among youth and communities promoted for creating an environment conducive to economic development: activities will address challenges of social disintegration and rise in group identities. Youth and communities will be mobilized to engage in productive dialogue, cultural and sports events to promote harmony and mutual trust. Youth (at least 50% women) will be engaged in awareness and dialogue sessions. This social dialogue can be conducted among different groups such as formal and informal education institutions. Community/ social dialogues will help strengthen a sense of belonging and allow people from diverse groups to share and discover different perspectives. Particular emphasis will be given to empower women in the communities.

These activities will result in strengthening of mutual trust at different levels between youth, communities and institutions increasing their resilience and economic productivity.

Equal access to quality education restored in areas affected by natural and or human-induced disasters: UNDP, in partnership with UNICEF and other agencies in the education sector, will increase equal access to education through improvement of the of the schools and provision of missing facilities (provision of furniture). UNICEF will implement soft components: i.e., establish parent teacher councils, provide teachers and students with training and supplies. The gender inclusive facilities will be rehabilitated in a climate resilient manner. Sanitation facilities will be rehabilitated in a gender inclusive manner and will be disability enabled. The planned interventions for rehabilitation of schools under this output will be implemented through qualified civil works contractors under strict oversight of project and country office. In continuation of the approach successfully implemented in the past phases of the programme UNDP will work in close coordination with the education department and other relevant line departments to identify list of prioritized schools that will be provided and signed off by the education department to ensure ownership and sustainability and to avoid duplication. The results of this output will be visible in increased enrolment, especially for girls' students, decreased dropouts and increased learning outcomes through partnership with UNICEF and the Government of KP's education department.

The expected results of output 3 will broadly contribute to output 2.1 of the CPD: *Enabling business environment and financing for development (including technical and financial ecosystem) for job-rich economic and regional connectivity and cross-border development.* CPD indicator 2.1.1: Number of people accessing basic service)

Resources Required to Achieve the Expected Results

The programme resources are estimated at US\$25 million. UNDP has successfully mobilised around US\$ 67 million through previous phases of the programme The current portfolio was designed with a budget of \$25 million, of which the programme has already mobilized \$15 million, and will mobilise an additional US\$10 million over the next three years. In addition to financial resources, the programme will require human resources which will include UNDP staff, consultants, and third-party consultants for targeted technical expertise.

Partnerships

The partnerships with all the relevant stakeholders are essentials in achieving the results of the programme. The programme will collaborate and develop partnerships with key stakeholders to

promote inclusive economic growth. It will include stakeholders from federal and provincial governments, donors, private sector, academia and Civil Society Organizations. The programme will also collaborate with other UNDP projects/programmes implemented by RECCU, DGU and DPU and with relevant the United Nations (UN) Agencies.

The nature of the partnership with each actor is summarized below:

Government Departments and Authorities

The Government of Pakistan is a key partner. To ensure smooth implementation of activities while maximising impact, UNDP will work in close coordination with the Government and local partners. This collaboration traverses all tiers of the Government from the local to the provincial and federal level. UNDP will also provide policy and institution building support to the Government. The non-exhaustive list of government institutions include:

- Federal and Provincial Governments,
- Planning and Development Departments
- Small and Medium Enterprises Development Authority (SMEDA)
- Technical Education and Vocational Training Authorities
- Local Government and Rural Development Department

Donors

The commitment of development partners has enabled UNDP to achieve significant results. UNDP remains committed to working together with development partners and coordinating and collaborating with them to mobilise additional resources for the programme. SIDP will ensure that the priorities are aligned with donor's strategic frameworks and contributing to their results. SIDP will share regular Information with donors on development challenges and priorities. The programme will strengthen existing partnerships with donors such as USAID, Government of Japan, Government of Canada, JAZZ, Government of Sindh and explore potential for new partnerships with multi-lateral donors and private sector

UN Agencies

The programme will work in close collaboration with UN agencies to create synergies. UNDP has been playing a leadership role in various joint programmes implemented with sister agencies including UNICEF, FAO and WFP. During the upcoming five years, the programme aims to strengthen its collaboration and create stronger synergies with UN agencies primarily with UNICEF, ILO and WFP and others to establish joint programmes focusing on education, economic growth and sustainable development.

Private Sector

SIDP will adopt UNDP's private sector development and partnership strategy 2023-25 with main focus on enabling business environment, creating decent jobs, building future oriented skills and engaging private sector for promoting investment. Key partnerships will be established with the private sector which is crucial for the sustainability of the programme interventions.

The programme aims to improve business enabling environment for economic development. The programme will achieve this through partnership with the private sector and developing linkages between the public institutions and private sector. A fundamental role will be played by the stakeholders in business related sectors from business community i.e., Chamber of Commerce and Industries at the national as well as provincial levels, and trade associations.

Civil Society Organizations

Another tier of partnership will be developed with the civil society organizations and academia including research organizations to achieve the programme results by maximizing the outputs of the initiatives. Also, this partnership will have significant important in equipping communities with the capacities to remove barriers as well as developing trust and social cohesion. This is because civil society organizations have expertise in community engagement, programme implementation and local/cultural dynamics.

Risks and Assumptions

The following assumptions and risks have been identified in the programme:

Assumptions

- Government and private sector will collaborate to support and provide economic opportunities for youth employment and entrepreneurship.
- National ownership will be fostered through implementation of policy reforms and Government strategies to ensure sustainability.
- Partnerships will be increased through multi-sectoral collaboration with public and private sector organisations.
- Political and law order situation will remain steady and not hinder the programme progress.
- The programme objectives and interventions will generate continued donor engagement.
- Government supports the gender equality agenda and makes conscious efforts to collaborate with UNDP on the Programme implementation with a focus on gender equality.

Risks

- There is a risk that duty-bearers (e.g government agencies) do not have the capacity to meet their obligations in the programme.
- There is a risk that participation of the programme's primary stakeholders such as women, youth, people with disabilities, transgenders, poor, and minorities may not be achieved which may hamper the programme's contribution to CPD outcome pertaining to economic growth and women empowerment.
- There may be exacerbation of conflicts among and/or the risk of violence to programme-communities and individuals in certain areas.
- There may be harm or losses due to failure of structural elements of the programme (e.g collapse of buildings or infrastructure).
- The project potentially involves or leads to working conditions that do not meet national labour laws and international commitments, as well as safety measures for labour working at construction sites.
- Access to some geographical areas in Pakistan may change rapidly due to military or law and order situation which cause delays in implementation of activities.
- If access to part of the programme areas becomes limited.
- There might be an increase in water or vector borne disease in district where program is rehabilitating water and sanitation facilities.
- There may be the significant devaluation of local Pakistani Rupee currency vis-à-vis US Dollar.
- The programme may not secure adequate funds from the international donors for actualizing the programme activities as planned between 2023 and 2027.
- The provincial governments may not show willingness to provide support to and participate in capacity building initiatives of the programme.

During the implementation of the programme, a variety of risks with varied probability and impacts may impact the implementation. The Risk Log mention risks which are "high likely" to those that may be of low likelihood. The risks with probability and impact in categories of high to low are manageable

by the mitigation and treatment measures. The risks and the risk mitigation measures are described in the Risk Log (Annex III).

Stakeholder Engagement

The stakeholder engagement has significance importance in the overall programme performance. Effective and efficient stakeholders' engagement is pivotal for overcoming programmatic barriers and will also play a key role in the smooth implementation of the programme. Effective stakeholder engagement will contribute to sustainability of the programme. The engagement will continue throughout the life cycle of programme including planning, implementation and performance assessment.

The stakeholder engagement will cover various steps during the programme cycle. It includes identification of the stakeholders, stakeholder analysis, and engaging stakeholders at different stages of the programme from its design to implementation.

Stakeholder Identification

The stakeholder engagement will identify the stakeholder based on their involvement during different stages of the programme. The stakeholders will be identified as well as upgraded as the programme evolves: Key stakeholders are listed below; however, the list will evolve as programme advances.

- Youth, women, and other vulnerable and/or disadvantaged groups
- Relevant Government Departments at national and sub-national level
- Vocational and Training Institutes
- Private sector
- Business community including chambers of commerce
- Civil Society Organizations
- Community notables, peace activists, youth activists, counsellors
- UN agencies

Engaging Stakeholders

The stakeholder engagement strategy will guide the process of stakeholder engagement during the programme. The strategy will envisage the effective modes of communication with respect to respective stakeholder. The stakeholder engagement will adapt approaches including participatory, feedback, openness, inclusiveness, and gender sensitivity. The programme will follow the iterative consultations with the stakeholders to enhance its effectiveness by adopting such modes of communication which are preferred by the stakeholders.

South-South and Triangular Cooperation (SSC/TrC)

South-South and Triangular Cooperation is the emerging paradigm in the development sector. The South-South and Triangular Cooperation will enable access to required data, toolkits and shared experiences across the Global South that will help inform the programme interventions and capitalize on lessons learned.

The programme has already established strong links with the UNDP Regional Bureau for Asia and the Pacific as well as relevant global UNDP programmes and other Country Offices, which enables allowing information sharing and learning. The focus will remain on exchange of ideas and best practices among youth and relevant stakeholders for scale and impact.

Furthermore, the programme is implementing activities in border areas of Afghanistan and will explore opportunities for extending linkages with UNDP Afghanistan for synergies and collaboration in facilitating livelihoods and trade on both sides of the border.

Digital Solutions⁵⁷

Pakistan's major segment of the population comprises of youth, and the access to internet and smart digital gadgets is increasing significantly as the country is experiencing digital transformation, thus allowing the programme an opportunity to better deliver its interventions through technology driven digital solutions. The incorporation of digital pathways in the programme interventions will allow the programme to achieve its results effectively. The use of digital pathways and technologies will play a meaningful role in terms of better outreach to the target beneficiaries, as well as improved partners' experiences. The digital solutions will be aligned with the global digital strategy 2022-2025 incorporating the needs of targeted beneficiaries as well as affected groups.

The digital solutions would cover the programme interventions thus improving the capacities to better achieve the proposed outputs. The targeted beneficiaries' (youth, girls, women etc) access to meaningful employment opportunities would be enhanced by integrating the digitalized skills; employment ready programming skills and gig-economy which will also have long term positive impacts for the country's economy. The digital solutions will also target the output 2 of the programme whereby technical support will be provided to public institutions, thus, empowering them with the advanced digital toolkits aimed at improving the business ecosystem in the country. The digital solutions will also play important role in improved access to basic services through increasing the productive capacities using digital solution; also, in equipping communities to overcome barriers and enhance social cohesion. It will utilize digital technologies to create awareness, develop trust as well as cohesiveness in the society.

Knowledge and Communications

The SIDP will develop comprehensive knowledge database that will comprise of various documents:

- Evaluations (Baseline, Mid-line, End-line)
- Gender sensitive evaluations/internal and external gender reviews.
- Lessons Learned Documents
- Data Dashboard for Real Time database management, monitoring and analysis
- Capacity Strengthening Manuals
- Monitoring Assessments of Capacity Building Initiatives
- Field Reports
- Stakeholders Coordination Mechanism

These tools will enable effective knowledge management and knowledge sharing.

The programme communications team will work with the country office communications team to raise public awareness and develop communications and information materials highlighting the programme achievements. Special attention will be paid to promoting partnerships and visibility with donor partners. The programme will be featured through human interest stories, news reports, blogs, and multimedia content to highlight the impact of the programme. UNDP Pakistan website, Facebook, Twitter and other social media channels will be used to reach strategic target audiences.

Sustainability and Scaling Up

The programme will work towards ensuring the sustainability and scaling up of the programme results through its multi-pronged approach. The programme at its different stages will incorporate mechanisms which will contribute to continuation of the results of the interventions.

The programme will engage with the relevant stakeholders which include national stakeholders, partners, donors, vocational skills institutions private sector and civil society organization. The programme will conduct the capacity assessment of the relevant national systems as well as

⁵⁷ Please see the [Guideline "Embedding Digital in Programme Design"](#).

institutions. It will be followed by comprehensive capacity building and systems strengthening programmes aimed at strengthening the capacity required to ensure the sustainability. The application of capacity building of the partners will be monitored by evaluating if the activities have incorporated new capacities in its implementation.

Youth will be a key driver of sustainability. Young people will be provided economic opportunities and will be engaged in policy dialogues and discussions. The programme aims to catalyse and empower youth as drivers of progress and sustainability.

The community and the relevant structures in the community will be important aspects towards the sustainability of the programme. Communities will be engaged at the implementation stages to incorporate their input at the various stages, and the consultations with the community notables will play significant role after the completion of the programme.

The capacity building initiatives, engagement of stakeholders, and consultation with youth and communities will ensure the sustainable environment for the programme. It will aim at integrating the financial, social, economic as well as environmental aspect in the programme design; thus, scaling up the results of the interventions. Also, the programme design will be integrated with existing national frameworks and programs to enhance the ownership and results of the interventions.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

UNDP will ensure that available resources are expended efficiently to achieve the planned objectives and results. UNDP will ensure efficiency and value for money by using competitive processes to select contractors, NGOs and consultants through different modalities including professional contracts for goods, works and services, responsible party agreements and other modalities to be determined based on requirements and in accordance with applicable UNDP policies and guidelines. UNDP will engage local and international NGOs for community led engagement, rehabilitation and recovery.

Project Management

UNDP employs results-based management (RBM) approach to the programme management. All interventions must have clear and verifiable results (outputs and outcomes) with a direct link to the country level outcomes of the Country Programme Document, the relevant UNSDCF outcomes, and to UNDP's Global Strategic Plan.

The programme management team is based in Peshawar, Islamabad and Karachi. The team is headed by an internationally recruited Programme Manager based in the Peshawar sub-office supported by national sector leads for different components of the SIDP, an operations team, a monitoring and evaluation (M&E) team, two project engineers, and a communications team. The team will be involved in preparing and implementing the Annual Work Plan (comprising specific activities as well as SMART output indicators and targets), a Monitoring and Evaluation plan, and communications and visibility plan.

The Programme Manager will be responsible for overall programme delivery and quality assurance of all activities. S/he will have principal budgetary and reporting responsibilities and will be the primary contact point for the programme. The Programme Manager will have the responsibility to report regularly on progress to UNDP and other stakeholders.

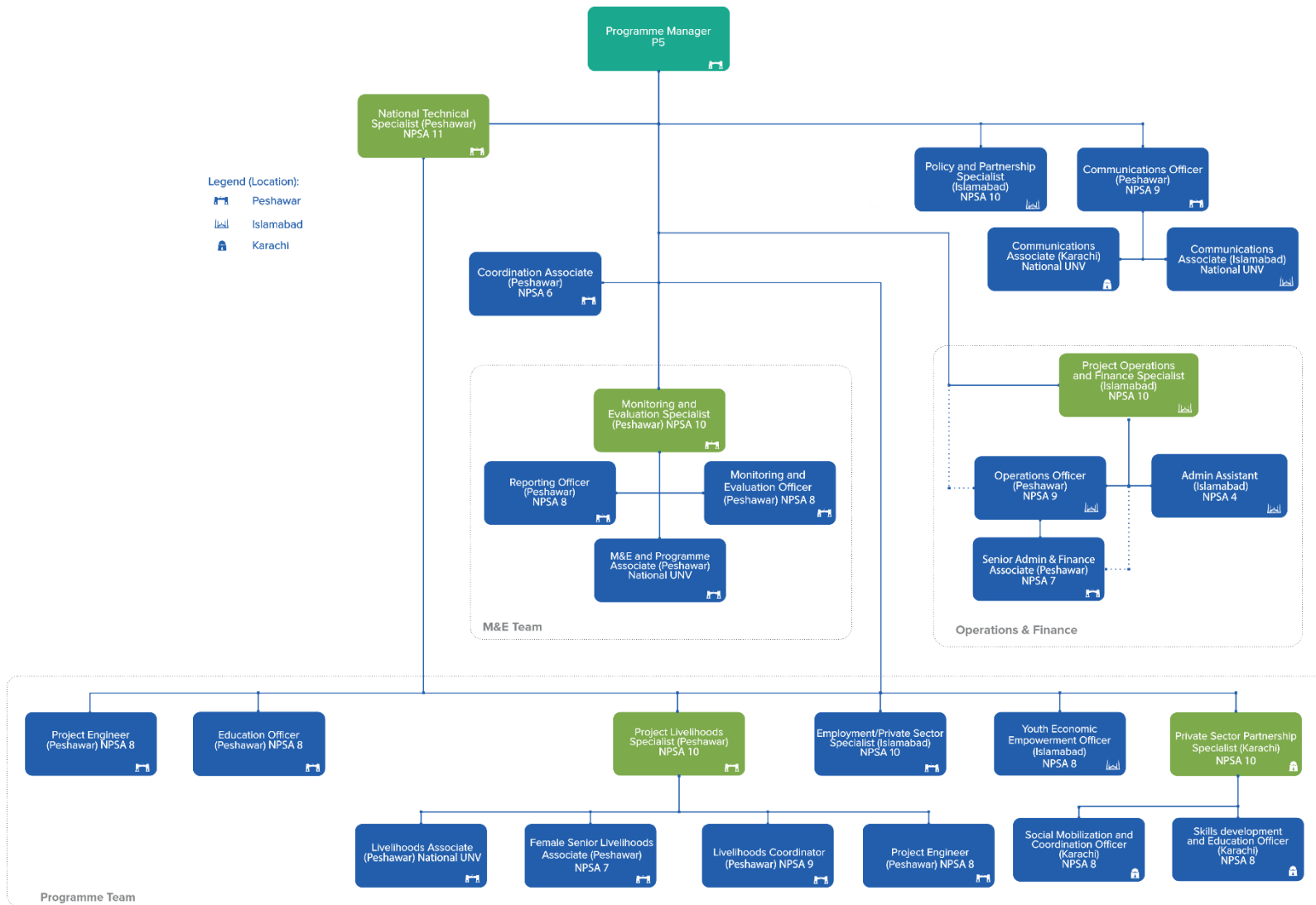
The Crisis Prevention and Inclusion Unit (CPIU) based at the UNDP Country Office in Islamabad will provide support, quality assurance and oversight to the programme management team.

UNDP conducts internal and external monitoring, verification and periodic evaluation of the programme. Third party monitoring firms may be engaged for certain components of the programme. The SIDP M&E team will oversee third party monitoring firms.

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The organogram of the SIDP team is presented below:



V. RESULTS FRAMEWORK⁵⁸

<p>Intended Outcome as stated in the UNSDCF Results and Resource Framework: CPD Outcome 2: 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.</p>
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator 4.2. Proportion of informal non-agriculture employment, by sex (SDG 8.3.1) Baseline: Total 72.4%, Men 72.7%, Women 70.5% Target (2027): Total 60%, Men 60% Women 60% Indicator 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%</p>
<p>Applicable Output(s) from the UNDP Strategic Plan: UNSDCF Structural transformation accelerated, particularly green, inclusive and digital transitions. Signature solutions 1 (Poverty and Inequality), 2 (governance), 3 (Resilience), and 6 (Gender equality).</p>
<p>Programme title and Programme Number: Programme Title: Stabilization and Inclusive Development Programme (SIDP) Project ID: 00133991</p>

⁵⁸ UNDP publishes its programme information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the programme.

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
IRRF Output 2.1. Enabling business environment and financing for development (including technical and financial ecosystem) for job-rich economic and regional connectivity and cross-border development	Indicator 2.1.1 (IRRF 1.3.1) <i>Number of people accessing basic services:</i>	<i>Programme data including progress reports, monitoring reports, and programme database</i>	Total beneficiaries: 265,181 - Women: 129,939 - Men: 135,242 - Youth: 175,019 - Persons with disabilities : 1272	2022	Total beneficiaries: 43500 - Women: 21650 - Men: 21850 - Youth: 30,546 - Persons with disabilities: 209	Total beneficiaries: 6075 - Women: 2,977 - Men: 3,098 - Youth: 13,365 - Persons with disabilities: 98	Total beneficiaries: 20,250 - Women: 9,923 - Men: 10,328 - Youth: 13,365 - Persons with disabilities: 97	Total beneficiaries: 40,500 - Women: 19,845 - Men: 20,655 - Youth: 26,730 - Persons with disabilities: 194	Total beneficiaries: 40,500 - Women: 19,845 - Men: 20,655 - Youth: 26,730 - Persons with disabilities: 194	Total beneficiaries: 40,500 - Women: 19,845 - Men: 20,655 - Youth: 26,730 - Persons with disabilities: 194	Total beneficiaries: 150,825 - Women: 74,239 - Men: 76,586 - Youth: 101,381 - Persons with disabilities: 724	Data collection method(s): Programme annual report; program database Risk(s): -The government provides access to the implementing partners to implement the planned activities -National and international donors continue supporting to strengthen

⁵⁹ It is recommended that programmes use output indicators from the Strategic Plan IRRF, as relevant, in addition to programme-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
												the government in delivering the civic services to the communities in the merged areas
	Indicator 2.1.2 (IRRF 2.1.3). <i>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> <ul style="list-style-type: none"> • National level • Sub-national level (Output 2) 	<i>Programme Annual Reports, and programme records</i>	Sub-National: 02	2022	Sub-National: 02	Sub-National: 02	Sub-National: 02	Sub-National: 02	Sub-National: 01	Sub-National: 09	<p>Data collection method(s): Programme annual report</p> <p>Risk(s): -The provincial governments show willingness, provide support to and participate in capacity building initiatives of</p>	

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
												the programme.
IRRF Output 2.2. 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 (Output 1: indicator 1.4)</i>	<i>Programme annual report, programme data and records</i>	Total beneficiaries: 458,208 - Women: 224,522 - Men: 233,686 – Youth: 302,417 - Persons with disabilities : 2,199	2022	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 211	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 44,190 - Women: 21,669 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 220,590 - Women: 108,135 - Men: 112,455 - Youth: 145,530 - Persons with disabilities: 1,059	Data collection method(s): Programme annual report; HH interviews and FGDs. Risk(s): -The government provides access to the beneficiaries to implement the planned activities -National and international donors continue supporting to strengthen

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
												the government in delivering the civic services to the communities in Pakistan.
	<i>Indicator 2.2.2 (IRRF 3.3.1). Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings:</i>	<i>Programme annual report; program data and records</i>	Total beneficiaries: 600,940 - Women: 294,461 - Men: 306,479 - Youth: 396,620 - Persons with disabilities : 2,885	2022	Total beneficiaries: <i>54,000</i> - Women: 26,460 - Men: 27,540 - Youth: 35,640 - Persons with disabilities: 259	Total beneficiaries: <i>54,000</i> - Women: 26,460 - Men: 27,540 - Youth: 35,640 - Persons with disabilities: 259	Total beneficiaries: <i>54,000</i> - Women: 26,460 - Men: 27,540 - Youth: 35,640 - Persons with disabilities: 259	Total beneficiaries: <i>54,000</i> - Women: 26,460 - Men: 27,540 - Youth: 35,640 - Persons with disabilities: 259	Total beneficiaries: <i>54,000</i> - Women: 26,460 - Men: 27,540 - Youth: 35,640 - Persons with disabilities: 259	Total beneficiaries: : <i>54,000</i> - Women: 26,460 - Men: 27,540 - Youth: 35,640 - Persons with disabilities: 1,296	Total beneficiaries: 270,000 - Women: 132,300 - Men: 137,700 - Youth: 178,200 - Persons with disabilities: 1,296	Data collection method(s): Programme annual report; HH interviews and FGDs. Risk(s): -The government provides access to the beneficiaries to implement the planned activities -National and international donors

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
										with disabilities: 260		continue supporting to strengthen the government in delivering the civic services to the communities.
Project Output 1 Equitable economic empowerment opportunities created through skills development and access to meaningful employment.	Indicator 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>Programme Documents (database and field reports)</i>	Total beneficiaries: 598,431 - Women: 294,320 - Men: 304,111 - Youth: 394,964 - Persons with disabilities : 2,875	2022	Total beneficiaries: 51,000 - Women: 24,960 - Men: 26,040 - Youth: 33,660 - Persons with disabilities: 233	Total beneficiaries: 53,000 - Women: 25,960 - Men: 27,040 - Youth: 34,980 - Persons with disabilities: 233	Total beneficiaries: 53,000 - Women: 25,960 - Men: 27,040 - Youth: 34,980 - Persons with disabilities: 233	Total beneficiaries: 53,000 - Women: 25,960 - Men: 27,040 - Youth: 34,980 - Persons with disabilities: 233	Total beneficiaries: 53,000 - Women: 25,960 - Men: 27,040 - Youth: 34,980 - Persons with disabilities: 233	Total beneficiaries: 53,000 - Women: 25,960 - Men: 27,040 - Youth: 34,980 - Persons with disabilities: 233	Total beneficiaries: 263,000 - Women: 128,800 - Men: 134,200 - Youth: 173,580 - Person	Data collection method (s): Interviews; review of available data including reports and records. Risk(s): -Access to remote /geographical areas – districts may be a risk-security. Non-

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL	
										34,980 - Persons with disabilities: 234	s with disabilities: 1,166 -Authorities remain supportive of the programme activities without being influenced by political forces
	Indicator 1.2 Number of MSMEs that participated in financial literacy programme of the project	<i>Programme Documents (database and field reports)</i>	Total beneficiaries: 2,509 - Women: 141 - Men: 2,368 - Youth: 1,656 - Persons with	2022	Total beneficiaries: 3,000 - Women: 1,500 - Men: 1,500 - Youth: 1980	Total beneficiaries: 1,000 - Women: 500 - Men: 500 - Youth: 660	Total beneficiaries: 1,000 - Women: 500 - Men: 500 - Youth: 660	Total beneficiaries: 1,000 - Women: 500 - Men: 500 - Youth: 660	Total beneficiaries: 1,000 - Women: 500 - Men: 500 - Youth: 660	Total beneficiaries: 1,000 - Women: 500 - Men: 500 - Youth: 660	Data collection method: Programme database, interviews, observations; lists of participants collected from IP.

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
			disabilities : 10		- Persons with disabilities: 12	- Persons with disabilities: 4	- Persons with disabilities: 4	- Persons with disabilities: 4	- Persons with disabilities: 4	- Persons with disabilities: 4	- Persons with disabilities: 28	<p>Risk(s):</p> <ul style="list-style-type: none"> -Lack of support by the donor for the implementation of activities. -Access to remote /geographical areas – districts may be a risk-security. Non-cooperation from local community and district administration . <p>Access is provided to the IP to implement activities in the targeted geographical location.</p>

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
												-Authorities remain supportive of Programme activities without being influenced by political forces
	Indicator 1.3: Number of people (men, women, youth) whose access to improved and sustainable infrastructures has increased	<i>Programme Documents (database and field reports)</i>	Total beneficiaries: 458,208 - Women: 224,522 - Men: 233,686 - Youth: 302,417 - Persons with disabilities : 2,199	2022	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 211	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 44,100 - Women: 21,609 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 44,190 - Women: 21,699 - Men: 22,491 - Youth: 29,106 - Persons with disabilities: 212	Total beneficiaries: 220,590 - Women: 108,135 - Men: 112,455 - Youth: 145,530 - Persons with disabilities: 212	Data collection method: Interviews, group discussion, pictures Risk(s): -Access to remote /geographical areas – districts may be a risk-security. Non-cooperation from local community

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
										ities: 212	ies: 1,059	and district administration . -Authorities remain supportive of Programme activities without being influenced by political forces
Output 2 Business enabling environment strengthened through technical support to public institutions and creation of linkages with the private sector for job-rich economic development	Indicator 2.1: Number of public and private sector institutions assisted in the design of strategies to create an enabling environment for business and private sector investment.	<i>Programme Annual Reports</i>	Sub-National: 02	2022	Sub-National: 02	Sub-National: 02	Sub-National: 01	Sub-National: 01	Sub-National: 01	Sub-National: 01	Sub-National: 07	Data collection method(s): review meetings, group discussions Risk): The provincial governments show willingness, provide support to

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
												and participate in capacity building initiatives of the programme.
	Indicator 2.2 Number of public and private sector institutions with enhanced capacity to develop gender inclusive economic growth-related policies.	<i>Programme Annual Reports</i>	Sub-National: 02	2022	Sub-National: 02	Sub-National: 02	Sub-National: 01	Sub-National: 01	Sub-National: 01	Sub-National: 01	Sub-National: 07	<p>Data collection method(s): review meetings, group discussions</p> <p>Risk): The provincial governments show willingness, provide support to and participate in capacity building</p>

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
												initiatives of the programme.
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	Indicator 3.1: <i>Number of youth, girls/women and other community members and local government functionaries actively participating in policy and social dialogues and events</i>	<i>Programme Documents (database and field reports)</i>	Total beneficiaries: 185,627 - Women: 90,957 - Men: 94,670 - Youth: 122,514 - Persons with disabilities : 890	2022	Total beneficiaries: 43500 - Women: 21650 - Men: 21850 - Youth: 30546 - Persons with disabilities: 209	Total beneficiaries: 0 - Women: 0 - Men: 0 - Youth: 0 - Persons with disabilities: 0	Total beneficiaries: 14,175 - Women: 6,946 - Men: 7,229 - Youth: 9,356 - Persons with disabilities: 68	Total beneficiaries: 28,350 - Women: 13,892 - Men: 14,459 - Youth: 18,711 - Persons with disabilities: 136	Total beneficiaries: 28,350 - Women: 0 - Men: 13,892 - Youth: 14,459 - Persons with disabilities: 18,711 - Persons with disabilities: 136	Total beneficiaries: 114,375 - Women: 56,379 - Men: 57,996 - Youth: 77,324 - Persons with disabilities: 549	Data collection method(s): Interviews, group discussions Risk(s): Youth might not give a truthful impression of their views and young women' participation in sports might be less than expectations due to cultural sensitivity	

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵⁹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027	FINAL		
	Indicator 3.2: <i>Number of students men and women) whose access to quality education has improved.</i>	<i>Programme Documents (database and field reports)</i>	Total beneficiaries: 79,554 - Women: 38,982 - Men: 40,573 - Youth: 52,506 - Persons with disabilities : 382	2022	Total beneficiaries: 0 - Women: 0 - Men: 0 - Youth: 0 - Persons with disabilities: 0	Total beneficiaries: 6,075 - Women: 2,977 - Men: 3,098 - Youth: 4,010 - Persons with disabilities: 29	Total beneficiaries: 6,075 - Women: 2,977 - Men: 3,098 - Youth: 4,010 - Persons with disabilities: 29	Total beneficiaries: 6,075 - Women: 2,977 - Men: 3,098 - Youth: 4,010 - Persons with disabilities: 29	Total beneficiaries: 12,150 - Women: 5,954 - Men: 6,197 - Youth: 8,019 - Persons with disabilities: 58	Total beneficiaries: 12,150 - Women: 5,954 - Men: 6,197 - Youth: 8,109 - Persons with disabilities: 58	Total beneficiaries: 36,450 - Women: 17,861 - Men: 18,590 - Youth: 24,057 - Persons with disabilities: 175	Data collection method(s): Interviews, group discussions, pictures Risk(s): Youth might not give a truthful impression of their views and young women' participation in sports might be less than expectations due to cultural sensitivity

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the programme will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to programme context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	The programme will collect data for the output level indicators on periodical basis. The data will be analysed based on disaggregates for each indicator to obtain relevant information for informed decision making and reporting. This will enhance the programme efficiency by ensuring evidence based, informed and timely decision making.	-Quarterly; Semi-annually -Also, it will be determined by the nature of activity	The track reports' results will determine the expected action. -if the progress is lower than expected, corrected measures will follow.	Implementing Partners	
Monitor and Manage Risk	The programme will monitor, and manage various kinds of risks (implementation, operations, financial, security etc) according to UNDP's Social and Environmental Standards. Mitigation measures will be adopted in consultation with the management and stakeholders to minimize the impact of the risk. It will follow the Risk log.	-Quarterly -Semi-annually -Annually -Mid-Programme	Risk monitoring and management will determine if the programme needs to evolve/upgrade its risk matrix for ensuring successful completion of its risks.	Implementing Partners, UNDP, Local Institutes (if applicable)	
Learning Sharing	Programme will follow regular learning sharing practice based on the milestones of each activity of the programme outputs	-Activity Milestones - Annually	It will allow to replicate the good practices and lessons learned in activities which are not producing desired results.	Implementing Partners, UNDP, Local Institutes	
Annual Programme Quality Assurance	The annual programme quality assurances with key focus on gender mainstreaming will allow to assess the programme progress against the UNDP's quality standards.	-Annually	The annual quality assurance report(s) will determine if the program needs to have any		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
			corrective measures to ensure the optimum quality.		
Review and Make Course Corrections	It will allow the programme management team to regularly analyse and review the program progress including information/evidence from track results, learning sharing, quality assurance reports	-Annually - Need based	-This will allow the programme to critically analyse the progress over the course of years. -The corrections will be made based on the review.	Implementing Partners, Local Institutes	
Programme Report	The programme report will provide the opportunity of comprehensively document the programme progress. It will provide progress on the proposed outputs, targets, limitation and challenges, risk management etc.	-Annually, -Mid-Programme -End of programme (final report)	-Stakeholders will be updated on findings -Course correction may be incorporated in the future programme interventions.	Relevant Stakeholders	
Programme Review (Programme Board)	Regular review meetings will be organized to assess the programme progress and performance and progress reports will be reviewed. The programme reviews will also be hold based on the programme timelines.	Specify frequency (i.e., at least annually)	-The review will allow programme board to analyze programme progress -programme board to address the issues identified during the review and required measures will be adopted to address the issues.		
Gender Reviews	The purpose gender review is to distil experiences with evaluating gender equality objectives, to improve evaluation practice and the achievement of development outcomes.	Mid – Performance and end of programme	This review will enable decision makers to analyze gender related progress and challenges and provide an opportunity to develop coping strategies.		

Evaluation Plan⁶⁰⁶⁰ Optional, if needed

Evaluation Title	Partners (if joint)	UNSDCF/CPD Outputs	Related Strategic Plan Outputs	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Baseline Study	To be identified	<p>Output 2.1. 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>Output 2.2. Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods, jobs employability for youth, women, and other vulnerable groups.</p>	Structural transformation accelerated, particularly green, inclusive and digital transitions	2023	UNDP, IPs, Government Departments, Beneficiaries	
Mid-Term Evaluation	To be identified			2025-26	UNDP, IPs, Beneficiaries, Government Departments, Business Community	
End-line Evaluation	To be identified			2027-28	UNDP, IPs, Government, CSP, Beneficiaries, Business Community	

VII. MULTI-YEAR WORK PLAN ⁶¹⁶²

All anticipated programmatic and operational costs to support the programme, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the programme budget under the relevant output(s). This includes activities that directly support the programme, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the programme need to be disclosed transparently in the programme document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES / Activity Results	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (funded)	Y2 (funded)	Y3 (unfunded)	Y4 (unfunded)	Y5 (unfunded)		Funding Source	Budget Description	Amount
Output 1: <i>Equitable economic empowerment opportunities created through skills development and access to meaningful employment</i>	Activity Result 1.1: Youth have access to meaningful employment after acquiring relevant skills for the future of work, ensuring inclusion of young women, and excluded youth groups.	1,410,638	1,577,123	719,031	599,308	583,287	UNDP	Donors	72100 (Contractual Services-Companies) 71300 (Local Consultants)	4,298,749 590,638

⁶¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the programme are defined in the Executive Board decision DP/2010/32

⁶² Changes to a programme budget affecting the scope (outputs), completion date, or total estimated programme costs require a formal budget revision that must be signed by the programme board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES / Activity Results	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (funded)	Y2 (funded)	Y3 (unfunded)	Y4 (unfunded)	Y5 (unfunded)		Funding Source	Budget Description	Amount
	Activity Result 1.2: Development platforms available to Micro, Small and Medium Enterprises (MSMEs) for inclusive and sustainable value chains.	2,292,216	1,658,516	844,633	783,035	742,910	UNDP	Donors	72100 (Contractual Services-Companies) 71300 (Local Consultants)	6,312,076 9,234
	Activity Result 1.3: Increased access to finance	91,803	68,826	35,051	32,495	31,452	UNDP	Donors	72100 (Contractual Services-Companies)	259,627
	Activity Result 1.4: improved access to basic services and assets (the cost of the assessments is included in this budget line).	1,914,421	535,256	730,933	677,628	640,884	UNDP	Donors	72100 (Contractual Services-Companies) 75700 (Training, Workshops and Confer)	4,479,122 20,000
Total Programme Cost - Output 1		5,709,078	3,839,721	2,329,648	2,092,466	1,998,533				15,969,446

EXPECTED OUTPUTS	PLANNED ACTIVITIES / Activity Results	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (funded)	Y2 (funded)	Y3 (unfunded)	Y4 (unfunded)	Y5 (unfunded)		Funding Source	Budget Description	Amount
Evaluation <i>(as relevant)</i>		-	-	-	-	24,026	UNDP	Donors	72100 (Contractual Services-Companies)	24,026
Project Management		555,674	411,789	209,712	194,418	188,180	UNDP	Donors	61300 (Salary & Post Adj Cst-IP Staff)	1,013,852
	71400 (Contractual Services – Individ)								545,920	
M&E		49,653	37,226	18,958	17,575	17,011	UNDP	Donors	72100 (Contractual Services-Companies)	140,424
Operational Component		361,188	267,784	136,375	126,431	122,372	UNDP	Donors	72100 (Contractual Services-Companies)	1,014,150
GMS		468,149	346,772	176,601	163,722	158,468	UNDP	Donors	75100 (Facilities & Administration)	1,313,712
TOTAL OUTPUT 1		7,143,742	4,903,293	2,871,294	2,594,612	2,508,589				20,021,530

EXPECTED OUTPUTS	PLANNED ACTIVITIES / Activity Results	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (funded)	Y2 (funded)	Y3 (unfunded)	Y4 (unfunded)	Y5 (unfunded)		Funding Source	Budget Description	Amount
Output 2: <i>Business enabling environment strengthened through technical support to public institutions and creation of linkages with the private sector for job-rich economic development</i>	Activity Result 2.1: Technical Assistance provided to provincial government to design and implement strategies to create enabling environment for business and private sector investment.	627,062	500,084	207,595	207,350	224,093	UNDP	Donors	72500 (Supplies)	44,000
									72100 (Contractual Services-Companies)	1,267,600
									71400 (Contractual Services – Individ)	374,584
									71300 (Local Consultants)	80,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES / Activity Results	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (funded)	Y2 (funded)	Y3 (unfunded)	Y4 (unfunded)	Y5 (unfunded)		Funding Source	Budget Description	Amount
	Activity Result 2.2: Increased capacity of public and private sector institution to develop gender inclusive economic growth-related policies and actions.	100,000	45,000	70,000	50,000	25,000	UNDP	Donors	72100 (Contractual Services-Companies)	290,000
Total Programme Cost - Output 2		727,062	545,084	277,595	257,350	249,093				2,056,184
	Evaluation <i>(as relevant)</i>	-	-	-	-	3,094	UNDP	Donors	72100 (Contractual Services-Companies)	3,094

EXPECTED OUTPUTS	PLANNED ACTIVITIES / Activity Results	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (funded)	Y2 (funded)	Y3 (unfunded)	Y4 (unfunded)	Y5 (unfunded)		Funding Source	Budget Description	Amount
Project Management		71,547	53,021	27,002	25,033	24,230	UNDP	Donors	61300 (Salary & Post Adj Cst-IP Staff)	130,541
									71400 (Contractual Services – Individ)	70,291
M&E		6,393	4,793	2,441	2,263	2,190	UNDP	Donors	72100 (Contractual Services-Companies)	18,081
Operational Component		46,506	34,479	17,559	16,279	15,756	UNDP	Donors	72100 (Contractual Services-Companies)	130,579
GMS		60,278	44,649	22,739	21,080	20,404	UNDP	Donors	75100 (Facilities & Administration)	169,150
TOTAL OUTPUT 2		911,786	682,027	347,336	322,005	314,767				2,577,920

EXPECTED OUTPUTS	PLANNED ACTIVITIES / Activity Results	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (funded)	Y2 (funded)	Y3 (unfunded)	Y4 (unfunded)	Y5 (unfunded)		Funding Source	Budget Description	Amount
Output 3: <i>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.</i>	Activity Result 3.1: Social cohesion among youth and communities promoted for creating an environment conducive to economic development.	120,858	90,608	46,144	42,779	41,406	UNDP	Donors	72100 (Contractual Services-Companies)	329,795
	Activity Result 3.2: Access to quality education restored in areas affected by natural and or human-induced disasters	556,180	416,972	212,352	196,865	190,548	UNDP	Donors	71300 (Local Consultants)	12,000
Total Programme Cost - Output 3		677,038	507,580	258,496	239,644	231,954				1,914,712
	Evaluation <i>(as relevant)</i>	-	-	-	-	2,881	UNDP	Donors	72100 (Contractual Services-Companies)	2,881

EXPECTED OUTPUTS	PLANNED ACTIVITIES / Activity Results	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 (funded)	Y2 (funded)	Y3 (unfunded)	Y4 (unfunded)	Y5 (unfunded)		Funding Source	Budget Description	Amount
Project Management		66,624	49,373	25,144	23,310	22,562	UNDP	Donors	61300 (Salary & Post Adj Cst-IP Staff)	121,559
									71400 (Contractual Services – Individ)	65,455
M&E		5,953	4,463	2,273	2,107	2,040	UNDP	Donors	72100 (Contractual Services-Companies)	16,837
Operational Component		43,306	32,107	16,351	15,159	14,672	UNDP	Donors	72100 (Contractual Services-Companies)	121,595
GMS		56,130	41,577	21,174	19,630	19,000	UNDP	Donors	75100 (Facilities & Administration)	157,512
TOTAL OUTPUT 3		849,052	635,101	323,438	299,850	293,109				2,400,551
GRAND TOTAL		8,904,580	6,220,420	3,542,068	3,216,467	3,116,465				25,000,000

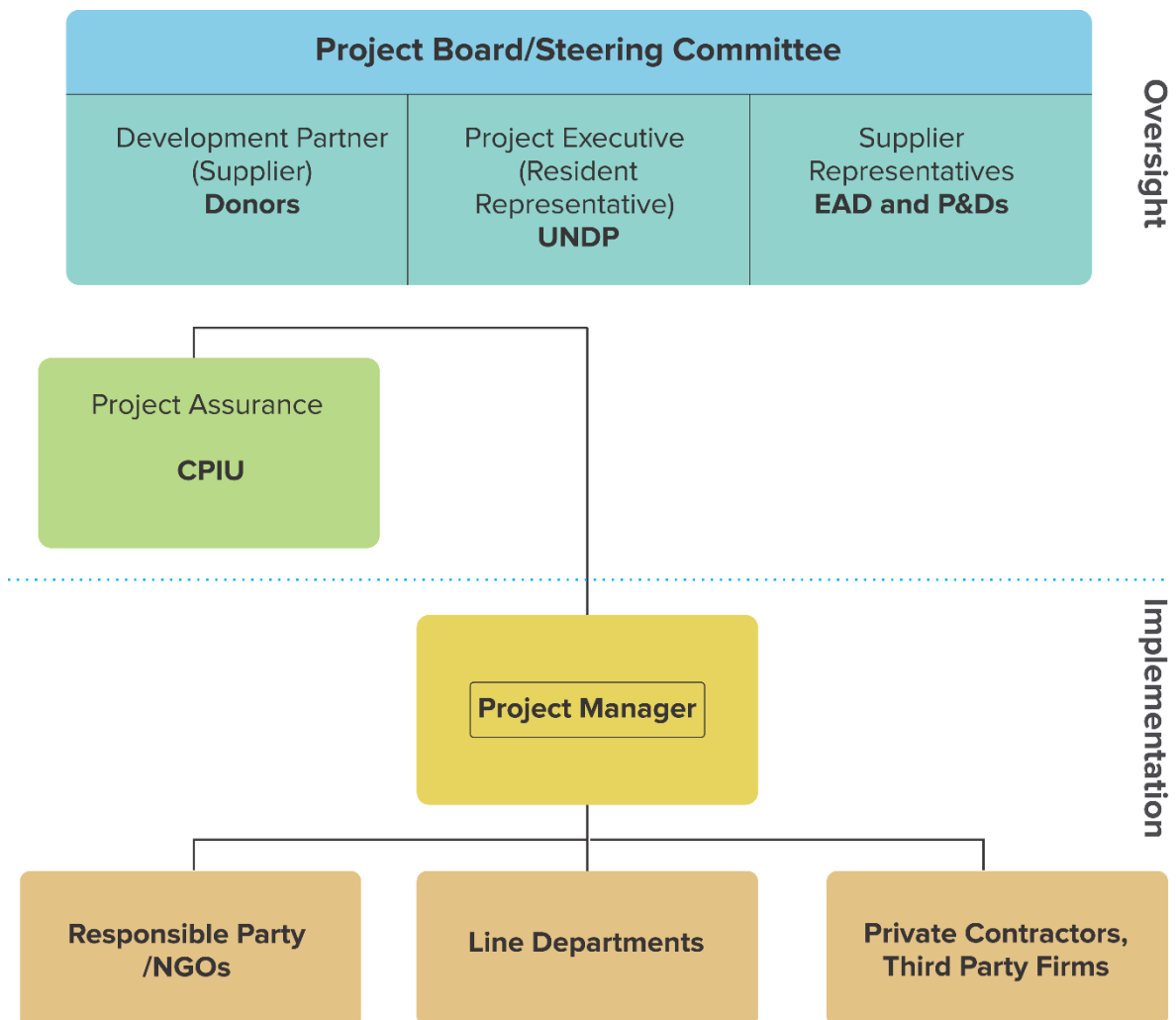
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Programme will be guided by a Project Review Board (PRB) in accordance with UNDP POPP. The board will periodically review the programme’s progress and provide strategic guidance and oversight. Co-chaired by the Secretary, Economic Affairs Division and the UNDP Resident Representative. the PRB will include relevant provincial and federal ministries, line departments and key development partners (including USAID and Japan). The Economic Affairs Division (EAD) will be the key counterpart at the federal level. The committee shall meet on an annual basis and will have the following key functions:

- Approve the annual work plan.
- Review annual Programme progress.
- Make key decisions on issues related to programme implementation.
- Ensure effective coordination and synergies among all stakeholders.

The Project Review Board may be called on ad-hoc basis should any significant change to the Programme design or implementation be required. Meetings may be in person or virtual. PRB meetings may also be combined with other events when appropriate.

SIDP Organization Structure



Project Management: The SIDP team led by the Programme Manager will be responsible for implementing the recommendations of the Project Review Board, preparing and implementing the Annual Work Plan and periodic progress reports.

Implementation Modality: Direct Implementation Modality (DIM) will be the implementation modality requiring adaptability and swift operations, while ensuring strong and regular coordination and partnership with the Government, national authorities and other stakeholders. All annual workplans and relevant programmatic decisions will be approved and decided by the members of the Project Review Board. DIM is subject to the programmatic and operational policies of UNDP including audit and investigation. The approximate budgetary provision for the annual or periodical audits throughout the implementation phase is part of the programme total budget.

Project Costs: According to UNDP policy, direct project costs and implementation support services will be part of the programme budget which will cover a proportionate percentage share of the UNDP Pakistan administration costs, e.g., finance, procurement and human resource, use of premises, security and management. Also, as per policy, General Management Support costs will be applied. The GMS represents costs to the organisation that are not directly attributable to specific projects or services but are necessary to fund the corporate structures, management and oversight costs of the organisation. These costs are recovered by charging a cost recovery rate, known as General Management Support (GMS) fee. As of 1st January 2014, the cost recovery rate for GMS for third-party cost sharing was raised to a minimum of 8%. Different rates are applicable to Government cost-sharing agreements (3-5%).

Tolerance

The programme has a budget tolerance of 10%, reallocation of the budget among the outputs resulting in a deviation of 10% of the agreed budget will be approved by UNDP in advance. As per the agreed requirements of UNDP outlined in the UNDP POPP, the project board will agree on the tolerance level for the budget under the overall work plan allowing the programme manager to utilize the budget up to the tolerance level without the intervention from the project board. If the tolerance is exceeded beyond the agreed level the matter must be referred to the project board. The programme completion will be as per the requirements highlighted in the UNDP POPP. The extensions in programme closure timeline will require further consultation with UNDP.

IX. LEGAL CONTEXT**Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)**

This programme document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This programme will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT**UNDP (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [programme funds]⁶³ [UNDP funds received pursuant to the Programme Document]⁶⁴ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Programme Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct programme and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the programme or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other programme stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Programme Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.

⁶³ To be used where UNDP is the Implementing Partner

⁶⁴ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

6. All signatories to the Programme Document shall cooperate in good faith with any exercise to evaluate any programme or programme-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to programme sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Programme Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible parties, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the programme is being carried.
 - ii. assume all risks and liabilities related to such responsible parties, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible parties, subcontractor's and sub-recipient's obligations under this Programme Document.
 - c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Programme implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Programme Document.
 - (a) In the implementation of the activities under this Programme Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Programme Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
 - d. In the performance of the activities under this Programme Document, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and

investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Programme Document, from engaging in SH or SEA.
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP.
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof.
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Programme Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Programme.
 - f. Each responsible party, subcontractor and sub-recipient will ensure that any programme activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
 - g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the programme or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
 - h. The requirements of the following documents, then in force at the time of signature of the Programme Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Programme Document and are available online at www.undp.org.
 - i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and programmes. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its

consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP programme or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Programme Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Programme Document.

Note: The term "Programme Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Programme Document, including those with responsible parties, subcontractors and sub-recipients.

- k. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Programme Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- l. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the programme or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- m. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Programme Document.

XI. ANNEXES
Annexure 1: Programme Quality Assurance Report


PQA-SIDP-Design
stage - final approved

Annexure 2: Social and Environmental Screening Report


Pakistan SIDP SESP
30.6.23 FINAL clean.d

Annexure 3: Risk Analysis


ANNEX 3-Risk
Register.docx

Annexure 4: Project Board Terms of Reference and TORs of key management positions.


PPM_UNDP Terms of
Reference_Project Bo

Annexure 5: SIDP Gender analysis and action plan


**SIDP Gender
analysis and action plan**

Annexure 6: Delegation of Authority (DOA)


SIDP DOA-for
Construction work - F

On-Granting Provisions Applicable to the Implementing Partner⁶⁵.

NA

Capacity Assessment:

NA

⁶⁵ Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.