

## United Nations Development Programme

## Annual Work Plan 2022



<b>Project Title</b>	<b>Stabilisation and Development Programme (SDP)</b>	
Op/Country Programme Outcome:	UNSDF Outcome 6: By 2022, the resilience of vulnerable populations is increased by addressing and mitigating naturally and human-induced disasters, including climate change mitigation and adaptation measures, and sustainable management of natural resources.	
Country Programme Output:	6.1 : National and provincial policies, systems and institutions enabled to achieve structural transformation and promote inclusive economic, social, and political opportunities. 6.2 : Revitalized productive capacities are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader development efforts.	
Project Output(s):	<ol style="list-style-type: none"> <li>1) Communities engaged to promote social cohesion and participate actively in the rehabilitation process</li> <li>2) Improved economic development opportunities for communities</li> <li>3) Improved access to basic services</li> <li>4) Economic and social empowerment of women promoted and strengthened</li> </ol>	
Implementing Partner:	UNDP	
Responsible Parties:	UNDP	
Project Brief description:	Implementation of SDP was initiated in 2015 to address the challenges of limited livelihood opportunities, damaged infrastructure, lack of basic services in erstwhile FATA. Following the merger, the programme is supporting the Government's Tribal Decade Strategy (TDS) and economic growth by rehabilitating market structures, providing employable skills training, improving access to loans, creating linkages with markets, among others.	
Programme Period: 2018 – 2022 Project ID: 00088875 Atlas Output (ID)s: 00107046, 00117948 Start Date: 13/05/2015 End Date: 31/12/2022 LPAC Meeting Date: 20/09/2019 Project Board Meeting Date: 02/12/2021	<b>2022 AWP Budget:</b>  Total resources required: \$4,525,041 Total allocated resources: \$4,525,041  USAID – 00107046: \$3,670,229 CANADA – 00117948: \$854,812	

Agreed by UNDP (RR /DRR): \_\_\_\_\_

Aliona Niculita

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 02-Jan-2022

**I. Annual Work Plan 2022****Project ID: 00088875 Project Title: Stabilisation and Development Programme**

Expected Output	Planned Activities	Quarterly Timeframe				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Funding Source	ATLAS Activity	Budget Description	Amount (USD)
<b>Output 1</b> Communities engaged to promote social cohesion and participate actively in the rehabilitation process (a: Men COs b: Women COs)  Indicator 1.1: Number of community organizations formed/reactivated Baseline 1.1: 800 Target 1.1: No Target	Activity Result: 1.1.1 The rehabilitation effort will be promoted in collaborative manner with stakeholders									
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Indicator 1.2: Number of community/ social cohesion events organized. Baseline 1.2: 400 Target 1.2: No Target	Activity Result: 1.2.1 Restoration of trust between communities and government.									
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Indicator 1.3: Community Platforms are established and operational Baseline: 2 Target: No Target	Activity Result: 1.3.1 A stronger interface is created between the state and the citizens									
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Expected Output	Planned Activities	Quarterly Timeframe				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Funding Source	ATLAS Activity	Budget Description	Amount (USD)
<b>Indicator 1.4:</b> Number of Community Physical Infrastructure Schemes implemented through community organizations. (a: Men COs b: Women COs) Baseline 1.4: 560 Target 1.4: No Target	Activity Result: 1.4.1 Gender responsive citizens' engagement in the rehabilitation of their communities and restoration of basic services in the TDP return areas through construction /rehabilitation of CPI schemes									
	-									
<b>Indicator 1.5:</b> Number of persons provided with Community based livelihood grants Baseline 1.5: 1,910 Target 1.5: No Target	Activity Result: 1.5.1 Vulnerable community members supported to build their livelihoods.									
	-									
Technical Assistance							-			
Sub Total Output 1							-			
<b>Output 2</b> Improved economic development opportunities for communities <b>Indicator 2.1:</b> Number of persons received vocational skills training (a: Men, b: Women; c: people with disabilities) Baseline 2.1: 6,150	Activity Result: 2.1.1 Technical/vocational skills for TDP returnees & enhanced employable skills.									
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Expected Output	Planned Activities	Quarterly Timeframe				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Funding Source	ATLAS Activity	Budget Description	Amount (USD)
Target 2.1: No Target										
Indicator 2.2: Number of people provided with business grants (cash or in-kind). (a. Men b. Women c. people with disabilities) Baseline 2.2: 5,500 Target 2.2: No Target	Activity Result: 2.2.1 Small scale Businesses of TDP returnees established/revived									
	-									
	Activity Result 2.3: Short term income earning opportunities created for local population									
Indicator 2.3: Number of economic infrastructure schemes rehabilitated / constructed Baseline 2.3: 90	Action 2.3.1: Provision of improved WASH services to the already rehabilitated economic infrastructure schemes	X	X	X	X	UNDP	USAID	ACTIVITY3	Contractual Services-Companies 72100	20,000
(Target 2.3.1: WASH services at 90 markets and 2 water filtration plants Target 2.3.2: 100 sessions Target 2.3.3: 100 sessions)	and construction of two Water Filtration plants	X	X	X	X	UNDP	USAID	ACTIVITY3	Contractual Services-Companies 72100	1,620,000
	Action 2.3.2: Hygiene Promotion	X	X	X	X	UNDP	USAID	ACTIVITY3	Contractual Services-	65,000



Expected Output	Planned Activities	Quarterly Timeframe				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Funding Source	ATLAS Activity	Budget Description	Amount (USD)
	management tools.							Companies – 72100		
	Action 2.4.2b: Develop and commission M&E framework EG-MIS	X	X	X	X	UNDP	USAID	ACTIVITY10 Contractual Services-Companies – 72100	50,000	
	Action 2.4.2c: Research studies and training and workshops	X	X	X	X	UNDP	USAID	ACTIVITY10 Training, Workshops and Conference – 75700	84,000	
	Action 2.4.2d: Printing and publications of research studies	X	X	X	X	UNDP	USAID	ACTIVITY10 Contractual Services-Companies – 72100	53,739	
Indicator 2.5.1a: No. of persons with access to financial services through	Activity Result: 2.5.1 Partner with microfinance providers (e.g., Islamic microfinance provider Akhuwat) to improve access to finance for the FATA citizens									

Expected Output	Planned Activities	Quarterly Timeframe				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Funding Source	ATLAS Activity	Budget Description	Amount (USD)
formal or informal service providers (a: Men, b: Women) Baseline 2.5: 2,501 (a:0, b:0)  Target 2.5.1b: Literacy events conducted for 1,000 individuals	Action 2.5.1a: Expand the financial literacy programme into NMDs and access of banking services to SMEs and Individuals	X	X	X	X	UNDP	USAID	ACTIVITY5	Contractual Services-Companies – 72100	60,000
Technical Assistance (Contractual Services – Individuals 71400, Salary & Post Adj Cost-IP Staff 61300 & Staff Mgmt Costs - IP Staff 64300)								ACTIVITY7	USAID	290,000
Sub Total Output 2									<b>2,807,739</b>	
Activity Result: 3.1.1 Access to schools restored in return areas										
Output 3 Access to Basic Services Indicator 3.1: Number of schools rehabilitated Baseline 3.1: 775 Target 3.1: 28	Action 3.1.1.a Rehabilitation of schools and restoration of facilities including WASH facilities.	X	X	X	X	UNDP	CANADA	ACTIVITY1	Contractual Services-Companies – 72100	399,000
		X	X	X	X	UNDP	CANADA	ACTIVITY1	Contractual Services-Companies – 72100	20,000

Expected Output	Planned Activities	Quarterly Timeframe				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Funding Source	ATLAS Activity	Budget Description	Amount (USD)
Indicator 3.2: Number of PTC or similar structures supported Baseline 3.2: 750 Target: No Target	Activity Result: 3.2.1 Involvement of parents and communities in school management									
	-									
Indicator 3.3: Number of schools provided with furniture and school bags Baseline 3.3: 330 Target 3.3: 08	Activity Result: 3.3.1 Improved learning environment in schools through provision of furniture.									
	Action 3.3.1a Provision of furniture and equipment to rehabilitated schools.	X	X	X	X	UNDP	CANADA	ACTIVITY1	Contractual Services-Companies – 72100	20,000
		X	X	X	X	UNDP	CANADA	ACTIVITY1	Individual Local Consultant – 71300	5,000
Indicator 3.4: Number of public sector infrastructure schemes constructed / rehabilitated Baseline 3.4: 100 Target: No Target	Activity Result: 3.4.1 Access to basic social services (infrastructure of health units, water systems and access roads) expanded in TDP returnees									
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Expected Output	Planned Activities	Quarterly Timeframe				Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4		Funding Source	ATLAS Activity	Budget Description	Amount (USD)
Technical Assistance (Contractual Services – Individuals 71400)									95,000	
<b>Sub Total Output 3</b>									<b>539,000</b>	
<b>Project Outputs Total</b>								<b>3,346,739</b>		

**Project Management Cost: 2022****Project ID: 00088875 Project Title: Stabilisation and Development Programme**

Component	Description	Donor	ATLAS Activity	Budget Description	Budget Amount \$
Project Management	Project M&E and Communication Costs	USAID	ACTIVITY9	Training, Workshops and Conference – 75700	25,000
			ACTIVITY9	Individual Local Consultant – 71300	15,000
		CANADA	ACTIVITY5	Training, Workshops and Conference – 75700	15,000
			ACTIVITY5	Individual Local Consultant – 71300	5,000
	DPC	USAID	ACTIVITY7	Staff Mgmt. Costs - IP Staff 64300, Miscellaneous Expenses 74500	8,085 8,085

Component	Description	Donor	ATLAS Activity	Budget Description	Budget Amount \$
		CANADA	ACTIVITY5	Staff Mgmt. Costs - IP Staff 64300, Miscellaneous Expenses 74500	42,116  42,116
	Project Management Oversight	USAID	ACTIVITY7	Salary & Post Adj Cost-IP Staff – 61300 Contractual Services - Individ – 71400	252,000  43,000
		CANADA	ACTIVITY5	Contractual Services - Individ – 71400	40,000
Sub Total of PM					495,402
Operational Component	Equipment and furniture	USAID	ACTIVITY7	Equipment and furniture – 72200	3,000
	Supplies	USAID	ACTIVITY7	Supplies - 72500	3,000
	Travel	USAID	ACTIVITY7	Travel – 71600	20,000

Component	Description	Donor	ATLAS Activity	Budget Description	Budget Amount \$
	Leased Vehicle and POL	USAID	ACTIVITY7	Rental & Maint of Other Equip - 73400	5,500
	Rental Premises	USAID	ACTIVITY7	Rental Maintenance - premises - 73100	125,000
	Travel	CANADA	ACTIVITY5	Travel – 71600	29,500
	Leased Vehicle and POL	CANADA	ACTIVITY5	Rental & Maint of Other Equip - 73400	5,000
	Rental Premises	CANADA	ACTIVITY5	Rental Maintenance - premises - 73100	90,000
<b>Sub Total of Operations</b>					<b>281,000</b>
<b>GMS</b>	General Management Services	USAID	ACTIVITY7	Facilities & Administration – 75100 (8%)	286,758
		CANADA	ACTIVITY5	Facilities & Administration – 75100 (7%)	115,142

<b>Component</b>	<b>Description</b>	<b>Donor</b>	<b>ATLAS Activity</b>	<b>Budget Description</b>	<b>Budget Amount \$</b>
<b>Sub Total of GMS</b>					<b>401,900</b>
<b>PM, OPS and GMS Total</b>					<b>1,178,302</b>
<b>Project Outputs Total</b>					<b>3,346,739</b>
<b>Grand Total</b>					<b>4,525,041</b>

## II. Monitoring plan: 2022

Project ID: 00088875 Project Title: Stabilisation and Development Programme

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Source/Method of Collection	Schedule /Frequency	Responsible Staff	Resources (\$)	Risk & Assumptions
<b>UNSDF Outcome 6:</b> By 2022, the resilience of vulnerable populations is increased by addressing and mitigating naturally and human-induced disasters, including climate change mitigation and adaptation measures, and sustainable management of natural resources.	<b>UNSDF indicator 2.1</b> Proportion of youth (aged 15-24 years) not in education, employment, or training (SDG 8.6.1)	30.41% (Trend is declining - with only 2% decrease since 2011-12)	Target 2022: 20% (decrease by 10% in next five years)	Project record	Annually	Programme Manager, Component Leads and M&E staff	0	The government provides access to the beneficiaries to implement the planned activities
<b>CPD Output: 6.1:</b> National and provincial	<b>CPD output indicator 6.1.1</b> (IRRF indicator 3.1.1.2):	Total displaced population	Total displaced population	Project record	Annually	Programme Manager, Component	0	The government provides



Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Source/Method of Collection	Schedule /Frequency	Responsible Staff	Resources (\$)	Risk & Assumptions
		benefitting = 88%	benefitting = 94%					
<b>CPD Output: 6.2:</b> Revitalized productive capacities are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader development efforts.	<b>CPD output indicator 6.2.1</b> (IRRF indicator 1.1.2.1): Number and proportion of people accessing basic services, disaggregated by target groups. a) Poor b) Women c) People with disabilities d) Youth e) Displaced populations f) Other marginalized groups	People (Men & Women) = 407,800  Women = 163,120	People (Men & Women) = 902,715  Women = 361,086	Project record	Annually	Programme Manager, Component Leads and M&E staff	0	The government provides access to the beneficiaries to implement the planned activities  National and international donors continue supporting to enhance the productive capacities for creating employment opportunities in the newly merged districts

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Source/Method of Collection	Schedule /Frequency	Responsible Staff	Resources (\$)	Risk & Assumptions
	<b>CPD output indicator 6.2.2 (IRRF Indicator 3.3.2.2):</b> Existence of improved capacities for dialogue, consensus-building, and reconciliation around contested issues, with equal participation of women and men	No	Yes	Project record	Annually	Programme Manager, Component Leads and M&E staff	0	The government provides access and support to the beneficiaries and implementing partners to implement the planned activities
SDP output 1: Communities engaged to promote social cohesion and participate actively in the rehabilitation process	1.1 Number of community organizations formed/reactivated	800	0	-	-	-	-	-
	1.2 Number of community / social cohesion events organized.	400	0	-	-	-	-	Authorities remain supportive of project activities.

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Source/Method of Collection	Schedule /Frequency	Responsible Staff	Resources (\$)	Risk & Assumptions
	1.3: Community Platforms are established and operational	2	0	-	-	-	-	
	1.4 Number of CPIs (schemes) implemented through community organizations.	560	0	-	-	-	-	
SDP output 2: Improved economic development opportunities for communities	2.1 Number of persons received vocational skills training.	6,150	0	-	-	-	-	Security and law and order situation does not deteriorate in the target area. Project staff have regular

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Source/Method of Collection	Schedule /Frequency	Responsible Staff	Resources (\$)	Risk & Assumptions
	2.2 Number of persons provided with business grants.	5,500	10	-	-	-	-	access to the areas.
	2.3 Number of economic infrastructure schemes rehabilitated / constructed	90	92	Pictures, Documents, Surveys	Quarterly	Programme Manager, Component Leads and M&E staff	0	

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Source/Method of Collection	Schedule /Frequency	Responsible Staff	Resources (\$)	Risk & Assumptions
	2.4 Number. of new/existing enterprises supported to expand and increase employment opportunities	550	0	-	-	-	-	
	2.5 No. of persons with access to financial services through formal or informal service providers	3,000	1,000	Activity reports, pictures, list of beneficiaries	Quarterly	Component Leads and M&E Staff	-	
SDP Output 3: Access to basic services	3.1 Number of schools rehabilitated	750	28	Pictures, Documents, Surveys, FGDs	Quarterly	Programme Manager, Component Leads and M&E staff	10,000	Timely access to the project area is granted by

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Source/Method of Collection	Schedule /Frequency	Responsible Staff	Resources (\$)	Risk & Assumptions
	3.2: Number of PTC or similar structures supported	750	0	-	-	-	-	the Government authorities.
	3.3: Number of schools provided with furniture and school bags	330	08	Pictures, Documents	Quarterly	Programme Manager, Component Leads and M&E staff	5,000	The Government priority to rehabilitate the damaged schools remained intact during the year.
	3.4: Number of public sector infrastructure schemes constructed / rehabilitated	100	0	-	-	-	-	





**IV. Procurement Plan: 2022**  
**Award ID: 00088875 Project Title: Stabilisation and Development Programme**

#	Description	Type (Good, Service, work)	Estimated Budget (\$)	Responsible Party (UNDP/EAD/IP/PMU etc.)	Invitation Type (EFP, RFA, ITB etc.)	Announcement target date	Evaluation Target Date	Committee Review (CAP/RACP etc.)	Committee Review Target Date	Contract Start Date	Contract end date	Responsible Project staff	Create date
1.	Engaging the services of a third-party Engineering firm	Services	40,000	UNDP	LTA	January 2022	January 2022	NA	NA	January 2022	December 2022	Programme Manager SDP, Livelihoods Coordinator SDP, and Project Engineer Canada	Nov 2021
2.	WASH schemes (Civil works)	Works	1,620,000	UNDP	ITB	January 2022	January 2022	RACP	February 2022	February 2022	December 2022	Programme Manager SDP and Livelihoods Coordinator SDP	Nov 2021

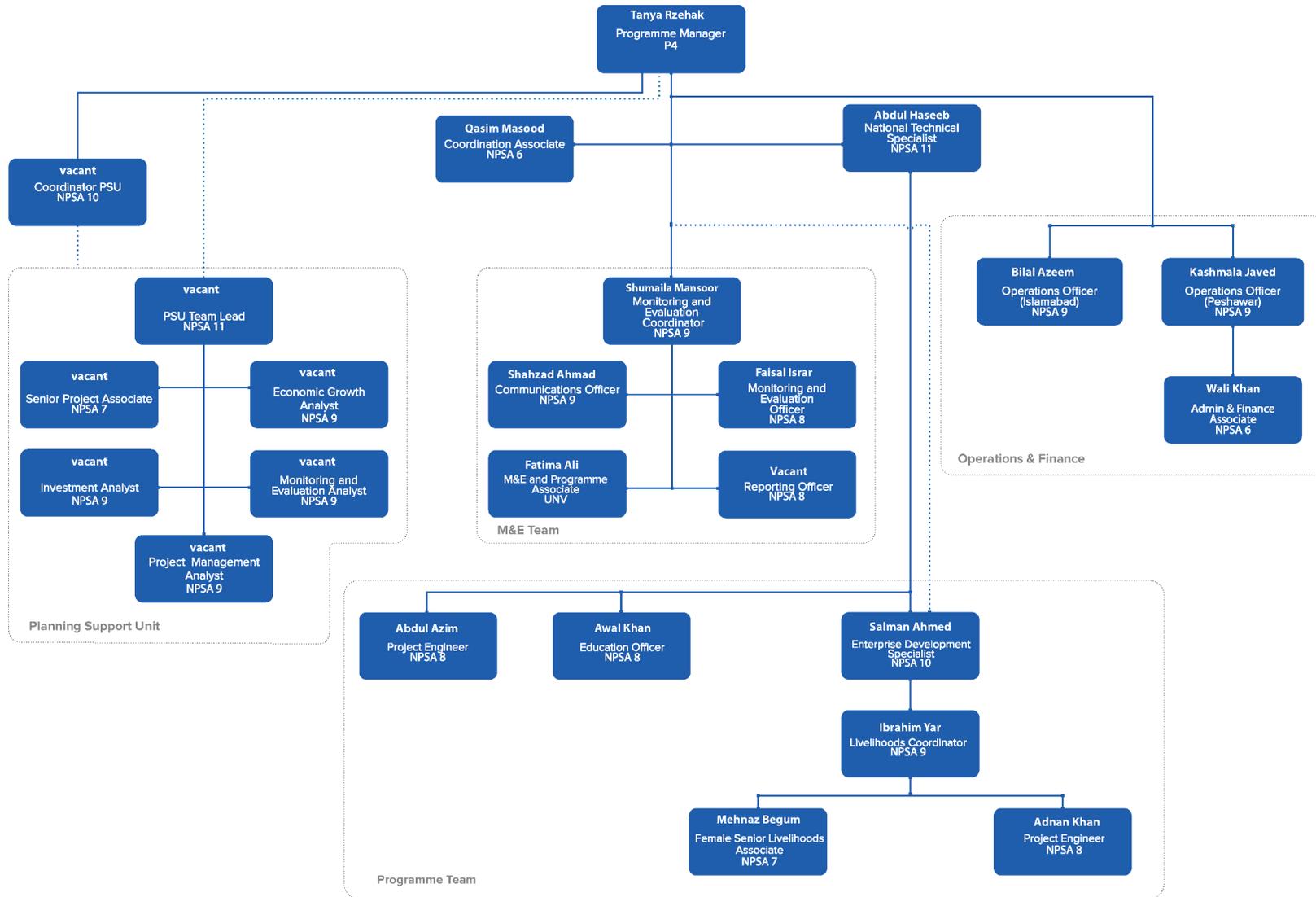
#	Description	Type (Good, Service, work)	Estimated Budget (\$)	Responsible Party (UNDP/EAD/IP/PMU etc.)	Invitation Type (EFP, RFA, ITB etc.)	Announcement target date	Evaluation Target Date	Committee Review (CAP/RACP etc.)	Committee Review Target Date	Contract Start Date	Contract end date	Responsible Project staff	Create date
3.	Engaging the services of a third-party Recruitment firm	Services	332,000	UNDP	LTA	January 2022	January 2022	RACP	January 2022	January 2022	December 2022	Programme Manager SDP and Enterprise Development Specialist	Nov 2021
4.	Develop and commission M&E framework EG-MIS	Services	50,000	UNDP	RFP	March 2022	March 2022	CAP	April 2022	April 2022	December 2022	Programme Manager SDP and Enterprise Development Specialist	Nov 2021
5.	Printing and Publishing of material under PSU	Goods	30,000	UNDP	LTA or RFQ	July 2022	July 2022	N/A	NA	July 2022	October 2022	Enterprise Development Specialist	Nov 2021

#	Description	Type (Good, Service, work)	Estimated Budget (\$)	Responsible Party (UNDP/EAD/IP/PMU etc.)	Invitation Type (EFP, RFA, ITB etc.)	Announcement target date	Evaluation Target Date	Committee Review (CAP/RACP etc.)	Committee Review Target Date	Contract Start Date	Contract end date	Responsible Project staff	Create date
6.	Procurement of a Multi-function Photocopier	Goods	10,000	UNDP	LTA or RFQ	January 2022	January 2022	NA	NA	January 2022	June 2022	Operations Team	Nov 2021
7.	Rehabilitation of Schools	Civil works	399,000	UNDP	ITB	March 2022	April 2022	RACP	April 2022	May 2022	October 2022	Project Engineer	Nov 2021
8.	Procurement of Furniture	Goods	20,000	UNDP	RFQ	May 2022	May 2022	NA	May 2022	June 2022	October 2022	National Technical Specialist and Education Officer	Nov 2021
9.	Individual Contractor for monitoring, inspection, and QA of	Services	5,000	UNDP	Direct Contracting (Invoicing)	May 2022	May 2022	NA	May 2022	June 2022	October 2022	National Technical Specialist and	Nov 2021

#	Description	Type (Good, Service, work)	Estimated Budget (\$)	Responsible Party (UNDP/EAD/IP/PMU etc.)	Invitation Type (EFP, RFA, ITB etc.)	Announcement target date	Evaluation Target Date	Committee Review (CAP/RACP etc.)	Committee Review Target Date	Contract Start Date	Contract end date	Responsible Project staff	Create date
	School Furniture											Education Officer	
10.	Communications and Visibility Material and event	Services	20,000	UNDP	RFP	April 2022	April 2022	NA	NA	April 2022	December 2022	Communications Officer	Nov 2021
11.	SDP's Terminal Evaluation	IC	20,000	UNDP	Individual Contractor	June 2022	June 2022	NA	NA	July 2022	September 2022	M&E Coordinator	Nov 2021
12.	FERP Terminal Evaluation	IC	20,000	UNDP	Individual Contractor	September 2022	October 2022	NA	NA	October 2022	December 2022	M&E Coordinator	Nov 2021

Project Organogram: 2022

**Award ID: 0008875 Project Title: Stabilisation and Development Programme**



**V. Planning, Monitoring and Reporting**  
**Award ID: 00088875 Project Title: Stabilisation and Development Programme**

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

**VI. Risk Plan: 2022****Award ID: 00088875 Project Title: Stabilisation and Development Programme**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	If the security situation in NMDs remain volatile due to civil unrest, terrorism, and security incidents as well as sectarian conflicts then there will be limited staff and partners access to project areas leading to closure of project areas for any kind of development work causing delay or complete cancellation of project activities	1 <sup>st</sup> Jan 2019	Security	P = 3 I = 5	Compliance with UNDSS security guidance and information sharing with security agencies. Coordination with military authorities for information sharing and security support/advice, including presentation to senior military officials. Work through Government counterparts (FATA Secretariat and Political Administration), local partners/NGOs, private sector, and community participation to deliver at pace. Engage third party monitoring firm for	Programme Manager	M&E	02 <sup>nd</sup> Nov. 2021	Ongoing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
					independent oversight and quality assurance.				
2	If government authorities impose restrictions due to the sensitive nature of the geographic location, it may hamper data collection, research and surveys of the targeted areas and beneficiaries, that will hamper activities involving field research, baselines, monitoring, and impact studies, reflecting poorly on project outcomes	1st Jan 2019	Operational	P = 4 I = 4	UNDP has attempted to mitigate this risk by the selection of appropriate, collectable data and it will continue to advocate for better access and permission to undertake action research for monitoring and evaluation. At the same time, it will review its M&E capacity and approach to identify potential innovations to overcome this risk more effectively.	Programme Manager	M&E	02 <sup>nd</sup> Nov. 2021	Ongoing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
3	If there are travel restrictions due to COVID-19 causing lockdown, mandatory social distancing, it can lead to lack of access to project areas causing delay in execution of project activities and may cause NCE of the projects	17 <sup>th</sup> Feb. 2020	Health and Safety	P = 4 I = 4	Compliance with SOPs determined by the UN and the Government	Programme Manager	M&E	02 <sup>nd</sup> Nov. 2021	Ongoing
4	If implementing partners does not abide by the principle of 'leave no one behind' and fail to include any potential stakeholders, in particular marginalized groups and individuals especially in the	3 <sup>rd</sup> Aug. 2021	Organizational	P = 2 L = 4	The project and its implementing partners shall abide by the principle of "Leave no one behind". All the infrastructure work carried under the project will ensure inclusive access to all especially the elderly and persons will disabilities. Affirmative actions	Programme Manager	M&E	02 <sup>nd</sup> Nov. 2021	Ongoing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	decision making process then, it may lead to poor project delivery with ineffective project outcomes as project will not be able to reach the intended beneficiaries including the marginalized people				will be taken for the inclusion of marginalized groups in livelihoods training and grant.				
5	If proper monitoring and evaluation is not done at every stage of construction activity then there is chance that the quality of construction materials can be compromised leading to poor quality of workmanship that will further reduce the	1st Jan. 2019	Occupational safety, health, and wellbeing	P = 1 I = 4	All the samples of construction materials would be tested in the laboratory and reports will be verified by third party consultants and UNDP. Quality assurance team of engineers from the third-party consulting firm and UNDP engineers would regularly monitor all the civil works. A 10%	Programme Manager	M&E	02 <sup>nd</sup> Nov. 2021	Ongoing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	planned benefits of infrastructure projects, reflecting negatively on project outcomes.				Performance Bank Guarantee will be obtained from contractors under contract clauses to rectify the poor-quality work during the defect liability period of one year after completion. Only those engineering firms with a valid license for civil work construction issued by the Pakistan Engineers Council will be engaged. These licenses are renewed annually based on conformity to safety and other standards.				
6	If there is occurrence of natural hazards such as flooding, earthquakes, storms, and others then the access to target	1 <sup>st</sup> Jan 2019	Natural Hazards	P = 2 I = 4	All project interventions will be planned on a risk-informed basis and mitigation measures will be built in.	Programme Manager	M&E	02 <sup>nd</sup> Nov. 2021	Ongoing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	areas would be reduced causing delay in completion of project activities that would lead to lack of timely implementation of field activities due to limited or no access to target sites, resultantly leading to lack of monitoring of activities								
7	If duty bearers don't have capacity to deliver, and there is exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals then, this may lead to communities being unaware of	1st Jan 2020	Human rights	P = 1 I = 1	Capacity needs assessments will be undertaken for the selection of duty-bearers and rights-holders. Training will be undertaken during the implementation phase to enhance the duty-bearer's capacities to implement the project and to	Programme Manager	M&E	02 <sup>nd</sup> Nov. 2021	Ongoing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	their right or they may not have the capacity to claim their rights. Hence there are chances that these communities may be left out from the development initiatives.				ensure that rights-holders understand their role in the project.				
8	If cultural and societal norms limit women's participation in social and economic sphere then the project activities may get exposed to discrimination against women, especially regarding access to economic opportunities and benefits.	1 <sup>st</sup> Jan 2019	Strategic	P = 2 I = 4	To ensure that discrimination against women is not reproduced, the project will use a consultative and participatory approach in both designing project interventions as well as implementing them. Gender analysis and action plan will be completed and will guide proactive women's empowerment efforts during	Programme Manager	M&E	30 <sup>th</sup> Nov. 2020	Ongoing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
					implementation Gender and social inclusion training will be mandatory for project implementation staff and service providers, UNDP will ensure strict oversight on downstream partners and vendors and will protect beneficiaries/citizens by making them aware of UNDP hotlines in local languages.				