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PROJECT DOCUMENT
UNDP Pakistan

Project Title: Balochistan SDGs Accelerated Delivery Project
Project Number: 00112279
Implementing Partner: UNDP; Government of Balochistan
Start Date: Jan 2019 **End Date:** Dec 2024 **PAC Meeting date:** 19 December 2018

Brief Description

UNDP Pakistan is scaling up its community recovery work in Balochistan by transforming it into a local, area-based development programme with social innovation as a cross cutting theme. The programme will support the creation of the necessary conditions for stability (citizen-state trust building) through inclusive local development planning processes, addressing basic local infrastructure and livelihoods needs, and make tangible progress towards the achievement of the SDGs. While leveraging a pilot project funded by the Country Investment Facility and the Government of Balochistan, this programme aims to mobilize US\$30m over the period 2019-24. The project will work to find innovative and sustainable solutions to address Balochistan's development challenges by showcasing local government delivery on Pakistan's Sustainable Development Goals. It will support improved delivery of basic public services including water, health and education etc; and also to create employment generation and improved livelihoods. Social Innovation will be mainstreamed across all the activities to create a greater impact through employing innovative solutions for realizing SDGs. The project will be specifically focused on three outputs: 1) Building capacities of the local governments to effectively plan and deliver services in order to achieve the SDGs.; 2) Accelerating the delivery of the SDGs by investing in basic services to address immediate and urgent needs with a special focus on the needs of women and vulnerable groups, and 3) Developing alternative livelihoods for both men and women and stimulating the local economy through skills training, business development and trade.

The project leverages the Government of Balochistan's contribution for the extension of the Refugee Affected and Hosting Areas in 2017-18, but the approach and implementation arrangements are new. UNDP will build on the lessons learnt from its past and on-going work in the area of local governance, area-based development, climate change, and youth engagement. UNDP will partner with the government, other UN agencies, NGOs, the private sector, as well as training and trade organizations. Innovation, monitoring, lesson learning and evaluation will be a strong and robust pillar of the project. The project's results include 10% reduction in key indicators of MPI; accelerated delivery of SDGs in the target areas, enhanced trust in the state by the citizens; improved access to social services; improved access to livelihoods and income generation opportunities for men, women and youth.

Contributing UNSDF Outcome#6: Increased resilience of vulnerable population

Indicative Project Outputs:

1: Enhanced capacities of the local governments to effectively plan and deliver services to achieve the SDGs

2: Accelerating the delivery of the SDGs by investing in basic services to address immediate and urgent needs (through/in partnership with the local governments) with a special focus on the needs of women and vulnerable groups


3: Developing alternative livelihoods (for both men and women) and stimulating the local economy through skills training, business development and trade

Gender Marker: #2

Total resources required:	\$30,000,000
Total resources allocated:	1,420,098
	UNDP TRAC: 200,000
	UNDP/CIF 472,670
	Donor:
	Government of Balochistan: 747,428
Unfunded:	28, 579, 902



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Secretary EAD	Resident Representative (a.i), UNDP
	
Date:	Date: 29-VII-2019



I. DEVELOPMENT CHALLENGE

Although Balochistan is the largest province of Pakistan, comprising 44 percent (347,190 square kms) of national territory, it is also the least populated – hosting only 5 percent of the national population (a total of 12.34 million, of which 2.28 million live in Quetta¹). The development challenge is to enable the province to realise its potential – given an unsettled security situation, low population density, difficult terrain and access, an uncertain water supply, and limited livelihood opportunities – in addition to weak institutions, weak governance, and poor law enforcement.

In 2010-11, Balochistan scored the lowest in Pakistan in 12 out of 13 key indicators for education, literacy, health, water, and sanitation². The Government's Multiple Indicator Cluster Survey on Women and Children (UNICEF, November 2011) states that Balochistan has a Hepatitis B immunization coverage of only 6.7 percent (sample size 12,000 households). According to the Demographic and Health Survey 2012-2013, 71 percent of women in Balochistan have no education³. More recently, in 2017, Balochistan has the second highest headcount for multi-dimensional poverty out of all the provinces, at 71.2 percent⁴ (Ex-FATA is 73.7percent). By comparison, rural poverty for Sindh, Punjab and KP combined is 39 percent⁵.

16 percent of children aged 0-5 suffer from acute malnutrition (nutrition wasting rate). 2.5 million out of 3.6 million children of a school-going age are not in school. 111 babies out of every 1000 die before the age of 5 (the average for Pakistan is 89). 52 percent of children are stunted in Balochistan. Just 3 percent of babies are registered at birth. Only 17 percent of women have a birth attendant, and 785 in every 100,000 women die in childbirth (the Pakistan average is 272 in 100,000). More than one in two households rely on unprotected wells, rivers, canals and streams for drinking water. 21 percent of rural households have access to piped water (15 percent inside and 3 percent outside the house) and two in three families have no flush toilet⁶. All district development rankings since 1982 place Balochistan at the bottom half or bottom one-third of all the districts across Pakistan.

A. Why is it important to address inequality and exclusion? Balochistan is changing - the China Pakistan Economic Corridor (CPEC) is bringing development and potentially significant change for the people who live in the province. Making sure that all groups regardless of race, ethnicity, religion or gender are in a position to benefit from CPEC's potential is at the very core of commitments made by governments and the UN on 'Leaving No One Behind'. It is fundamental to achieving truly sustainable development.

¹ Pakistan Bureau of Statistics, National Census, 2017

² World Bank MDTF Report 2014

³ http://www.nips.org.pk/abstract_files/PDHS%20Final%20Report%20as%20of%20Jan%202022-2014.pdf

⁴ Multidimensional Poverty in Pakistan, Planning Commission, 2017

⁵ Naveed, A. & Ali, N. Clustered Deprivation: District profile of poverty in Pakistan (2012)

⁶ UNICEF Quetta Office, Pers. Comm., February 2018



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B. Causes of under-development: The immediate underlying causes of under-development are multi-faceted and include:

i. **Economics and the economy:** Even-though Pakistan as a whole has experienced recent economic growth, the impact of this growth across the provinces and across sectors has varied. Wages and salaries as a share of household income have gone up from 37 percent in 2013-14 to 41 percent in 2015-16 while the share of agriculture has fallen from 12 percent to 9 percent over the same period. While agriculture contributed 19.59 percent of GDP and accounted for 42.3 percent of jobs, industry accounted for 20.9 percent of GDP and approximately 23.6 percent of total employment in 2016-2017.

In Balochistan, the share of industry in total employment has risen by approximately 9 percent – from 11 percent in 2010-11 to 20 percent in 2016-17. The share of agriculture as a percentage of total employment in Balochistan was 55.78 percent in 2010-11 but has come down to 43.4 percent in 2016-17. Female participation rate in the economy in Balochistan has increased from 5.6 percent in 2010-2011 to 11.3 percent in 2014-2015. Of the 25,000 graduates in the province, only an estimated 2000 secure gainful employment, and of these the large majority secure work in the public sector, making it the ‘employer of last resort’.

While the country has seen overall economic growth in the past decade, this has led to some but not commensurate increases in growth in the province of Balochistan. Livelihoods growth and income generation in the province continues to be constrained because of several reasons. Balochistan is richly endowed in natural resources, however these remain under-utilized, for example, mineral wealth in the province concentrated in the north is estimated to be worth US\$ 1 trillion, little of which is developed. The province has the potential to generate 1.2 million megawatts of solar energy and a large majority of the 3.9 million hectares of land available for cultivation remains unused. Balochistan faces an acute water shortage, with an average of 115mm of precipitation per year (and shrinking further due to climate change). Water depletion continues due to indiscriminate and unregulated use of water resources.

While agriculture remains the main source of income for over 64 percent of households, the scope for agriculture has been shrinking due to a lack of investment and training, shortage of water, and a changing climate. Employment opportunities in the non-farm sector are limited largely because of low levels of skills and vocational training. Agriculture, which is the main source of income for the majority of the population, is approximately 5 percent of the total PSDP for 2015-16⁷.

Balochistan’s tax revenue has increased by 39 percent from 2013-14 to 2015-16 but it remains low in absolute terms: US\$ 15 million in 2015-16. Total expenditure has increased by 24 percent from US\$ 1.7 billion to US\$ 2.1 billion over the period 2013-14 to 2015-16 but this has mainly been in the recurrent budget (37 percent increase) while the development budget has almost remained flat over the period.

⁷ Labor Market Needs Assessment UNDP 2017



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The World Bank is currently planning to pilot a development programme in Balochistan. Districts where the proposed project will be piloted have a number of characteristics. According to the World Bank's baseline survey (yet to be published), which was conducted in 2016, these districts have significant poverty, ranging from 33 percent in Kila Abdullah to 67 percent in Nushki, with the proportion of poor households being higher in rural areas. Over 90 percent of individuals in the age cohort of 15-49 years were unemployed, and over 60 percent of those unemployed were illiterate. Daily wage labor is the main source of employment for the majority of the rural population, accounting for over 50 percent of those employed. The second highest source of employment is paid/government jobs. A small minority of the population is self-employed, mainly running retail shops and agriculture. Between 25 and 40 percent of the respondents in the four surveyed districts reported that they do not have the ability, skills and capital to establish their own businesses. The average cost of setting up a business ranges between US\$2500 for retail shops and trading businesses, to US\$4500 for agriculture, while the potential earnings are neither high nor commensurate, ranging from US\$ 200 to US\$ 180 per month respectively.

The World Bank's baseline survey also reported that less than 20 percent of the population between the ages of 15 to 64 received any vocational training, going as low as 3 percent in Chagai and Nushki, however, the survey identified a significant demand for training. While vocational training is mainly targeted towards men, female beneficiaries have been trained in traditional skills such as embroidery, tailoring and handicrafts. Female employment in the manufacturing sector in rural areas of Balochistan is 22 percent compared to 18 percent for men. The main trades for vocational training highlighted in these districts were: electrician/mechanic, particularly repair of solar products, masonry, driving and tailoring. The survey found that the greatest perceived advantages of vocational training include: i) efficiency in undertaking their current tasks; ii) enhanced employability, particularly in the private sector; and, iii) greater earnings. A small percentage of the population feels that vocational training and skills enhancement interventions will help them establish their own businesses (less than 10 percent)⁸.

ii. **Governance:** Balochistan is characterized by complex layers of traditional and non-traditional (tribal), formal and informal levels of government and authority. Additionally, there is a strong clergy exercising influence over large populations. Weak rule of law, a politicized administrative structure, very low voter-turnout and an extremely low tax-paying ratio are further reasons underlying poor governance.

Pakistan can be characterized as having weak implementation mechanisms in the provinces and districts for service delivery. Risks of failure of a timely, coordinated and fully implemented 18th constitutional amendment could materialize in party, societal and security politics. Pakistan's 18th Constitutional Amendment (2010) has been a key driver of recent efforts for decentralization and local government reform. UNDP has been working on key areas of need for provincial governments: to create institutional mechanisms which

⁸ World Bank Survey for Livelihoods Entrepreneurship Programme (in preparation)



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strengthen effective service delivery in a manner that is transparent and accountable to local people. One common area of support requested from the provincial level is to assist provincial governments to develop legislative, institutional and policy frameworks on devolved subjects.

iii. **Insecurity:** Both the Afghan war and 9/11 have taken a devastating toll on the security situation in Balochistan. The South Asia Terrorism Portal, has recorded over 4,500 fatalities in the province from 2011 to 2017. The security situation is in part attributed to Balochistan's long-term problems of governance and a deep perception in the province of neglect, discrimination and a denial of rights. Women are particularly affected, as they are often excluded from decision-making and lack access to redress mechanisms. The arrival of CPEC has, however, highlighted both a need and a political will to improve security across the province. In November 2017, the National Security Committee met to review the security situation in Balochistan, which has, "significantly improved through the tireless work by the armed forces and law enforcement agencies"⁹. The NSC meeting confirmed the federal government policy to collaborate more deeply with the Government of Balochistan for the rapid socio-economic development of the province.

iv. **Gender:** Gender disparity is a problem faced by the whole country, with Pakistan scoring 148 out of 149 in the world with respect to gender equality in a recent study by the World Economic Forum (WEF). The situation in Balochistan is particularly grave. Women are excluded from the labour force with only 11.6 percent of females gainfully employed, post-primary dropout rates are high and female enrolment rates remain low. Early marriage is common and women have little say in any important decision making processes. The overall literacy rate for Balochistan is 41%, but for females it is only 24%.

All UNDP interventions are gender sensitive and have a special focus on female empowerment. Their success proves that despite the conservative customs of the region, women can take part in community discussions and decision-making, and through awareness raising programmes and the provision of important facilities such as schools at a close proximity, with functional toilets, for example, female education can also be encouraged.

v. **Climate Change:** In Pakistan, the 2010 flood killed 1,600 people and caused around \$10 billion worth of damage. The 2015 Karachi heat wave led to the death of more than 1,200 people. Climatic changes are expected to have wide-ranging impacts on Pakistan, affecting agricultural productivity, water availability, and increased frequency of extreme climatic events.

In the last 50 years, the annual mean temperature in Pakistan has increased by roughly 0.5°C. The number of heat wave days per year has increased nearly fivefold in the last 30 years. Annual precipitation has historically shown high variability but has slightly

⁹ NSC Press Briefing November 2017



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increased in the last 50 years. Sea level along the Karachi coast has risen approximately 10 centimeters in the last century¹⁰.

The climate change projections of the IPCC's AR5 Report for South Asia states that warming is likely to be above the global mean and climate change will impact glacial melting rates and precipitation patterns, particularly affecting the timing and strength of monsoon rainfall. Consequently, this will significantly impact the productivity and efficiency of water-dependent sectors such as agriculture and energy.

Drought and water scarcity are constant realities across Balochistan. The scenario is bleak: the graph below highlights that Balochistan so far as temperature increases are concerned (summer, winter, annually), Balochistan is the most affected province in Pakistan.

vi. **Geography:** Balochistan is bound by mountains, deserts and the sea, its interior being a featureless arid and semi-arid desert. There is however, much diversity. Balochistan's geography is extremely broken and mountainous, varying in altitude from sea level, to 1500m in the west and 3500m in the north and northeast. The coastal belt is sub-tropical in places and parts of Balochistan's border with Sindh is irrigated, making large scale agriculture possible. There are extreme diurnal and seasonal variations: temperature ranges from bitterly cold to highs of 45C-50C. Rainfall varies mainly according to altitude but has been scant and irregular leading to a sharp decline of the water table. The monsoon season brings summer humidity and occasionally significant rain to the coast and the lowlands.

¹⁰ Chaudry, Q.u.Z., Climate Change Profile of Pakistan, ADB, 2017

II. STRATEGY

“Balochistan offers some of the best assets for development. Balochistan is generously bestowed with natural and locational resources. It possesses the largest land area of any province of Pakistan, providing vast rangelands for goats, sheep, buffaloes, cattle, camels and other livestock. Its southern border makes up about two thirds of the national coastline, giving access to a large pool of fishery resources. As a frontier province, it is ideally situated for trade with Iran, Afghanistan, Central Asia and the Persian Gulf countries. Over the last four decades, it has supplied cheap natural gas to Pakistan. The province also claims large deposits of coal, copper, lead, gold and other minerals.” – *Balochistan Economic Report 2008, Government of Balochistan, World Bank & ADB.*

1. Vision and Strategy:

UNDP’s vision for Balochistan is the same as UNDP’s strategic vision: to help achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks.

The current key driver of change in Balochistan is the China Pakistan Economic Corridor (CPEC). During the project design field mission, a clear message from those we met was, “equip us with the skills to take part in CPEC”. This project aims to help people from Balochistan prosper from economic development by supporting their basic needs and maximizing their economic opportunities. In 2017, UNDP carried out a Labor Market Skills Analysis for Balochistan. This work has been drawn upon, as has UNDP’s work with the private sector (for example with social investment financing) to define the approach and some activities for this project. This approach aims to raise people and groups to a level where they would be able to take part in and benefit from Balochistan’s growing economy. UNDP has already initiated a survey to identify the Chinese industries which plan to relocate to Pakistan and assess the matching industrial skills in Pakistan. Based on findings of this survey, the project will facilitate youth to get equipped with the required skills and get employed in these industries.

This proposed project will target policy barriers and local-level vulnerabilities which keep people in poverty, or push people back into poverty when shocks and/or crises occur. UNDP Pakistan has a strong Climate and Environment Unit, which has provided inputs into the design of this project. Activities have been informed by and will complement existing and planned UNDP Pakistan climate and resilience initiatives.

Inclusive and accountable governance systems and processes are recognized as crucial to sustainable development and human security. UNDP Pakistan’s governance projects have also provided inputs to this project’s design. This project will work closely with the upcoming Rule of Law project as set out in the recently launched Balochistan Rule of Law Roadmap. The project’s work with local governments will build on UNDP’s earlier local governance work and on-going Decentralization & Local Government Project support in the province and link with the broader local governance and democracy work plan.



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There is a question of how best this project can engage with wider change processes. The UN, in its unique position will use its status as a membership organization, to ensure that our interventions link strongly to wider strategic economic and security objectives, as per the wishes of the UN's members. This project will help accelerate progress in achieving the recently signed UN Sustainable Development Framework (UNSDF, OP III) 2018-2022, which sets out the strategic objectives the UN will support Pakistan to achieve.

Given that the development challenges in Balochistan are multi-faceted, the development response will also have to be multi-faceted. The ultimate goal is to help Balochistan achieve the SDGs. How this is achieved will need to be a mix of improving governance, targeting basic services, promoting skills & training, securing employment opportunities and developing new partnerships with, for example, the private sector.

What this project is attempting to do is to find the right mix of achievements across a range of critical sectors, which collectively have a greater development impact and help achieve SDGs more quickly. UNDP's Mainstreaming Accelerated Policy Support for SDGs Project (MAPS) will be assisting the district governments to formulate "District SDGs Localization Plans" in Balochistan. MAPS will prioritize at least two of the project districts in the early formulation of SDG plans. The project will extend its support to the district governments for the implementation of these plans on an accelerated basis. In the meanwhile, MAPS will also be supporting the provincial government to come up with its provincial SDG Framework.

In 2013, UNDP supported the Government of Balochistan in preparing a roadmap for Balochistan's development, culminating in the Balochistan Comprehensive Development Strategy 2013-2020 (BCDS). The Chief Minister at the time noted that it was a "strategic moment for a prioritized development framework for the province, moving away from a set of small schemes year after year". This project is attempting to meet the aspirations set out in the BCDS, which include:

- Strengthening democratic institutions through conscious, systematic and organised involvement of community groups in decision making in public programs at the local level for up-scaling transparency and accountability visibly;
- Improving peoples' trust in governance by ushering in greater transparency in decision-making and programme execution;
- Undertaking 'pro-people' programmes which have a clear regional balance and are under the principles of equity;
- Strengthening the capacity of the public sector to deliver;
- Making expenditures effective by improving planning, increasing institutional oversight over execution and moving towards results-based management;
- Setting clear targets for growth, job creation, productivity and social indicators and evaluating administrative and political performance on the basis of these indicators; and
- Ushering in new standards of public accountability.

In addition, showcasing the strategy on how local government can implement the SDGs at the household and community levels will also be part of the project. The project will showcase how



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provincial and local government can operationalize the SDGs. This will help build citizen-state trust, accountability and transparency.

At the same time the project will look forward; traditional livelihoods are changing, CPEC for example requires a differently skilled labour market. This project will also address the question of how citizens can best take part in the economic growth happening around them.

2. Theory of Change (ToC)

With an overall goal to reduce poverty and inequality in Balochistan province, the project aims to create the necessary conditions for stability (citizen-state trust building) through inclusive local development planning processes, addressing basic local infrastructure and livelihoods needs, and make tangible progress towards the achievement of the SDGs.

The project will work at both demand and supply sides by engaging the youth, communities, civil society and the private sector to identify and implement innovative solutions for addressing gaps in service delivery and gainful employment. By identifying and addressing critical areas of under-development, the project will help to achieve SDGs, citizen-state trust, as well as stability and security along the CPEC.

The project will support to bring improvement in the life of the most vulnerable through investment in the capacity development, better management of basic services including water, health and education etc.; and to create employment generation and improved livelihoods for youth. Social Innovation will be mainstreamed across all the activities to create a greater impact through innovative solutions for realizing the SDGs. See Annex-I for the project's Theory of Change diagram.

ToC Statement:

IF capacities of local governments and line departments are developed to effectively plan and deliver services to achieve SDGs,

AND innovative investments are made in addressing the urgent and basic needs of the most vulnerable segments of the population including youth and women,

AND alternative livelihoods are developed by stimulating local economy by skills training and business development,

THEN sustained progress can be made for government and youth led progress towards reduced inequalities under the SDG framework.

3. Goals, aims and potential impact:

The goal of the project is to reduce poverty and inequality by strengthening the provincial and local governments' capacity to deliver SDGs.



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The strategic aim of the project is to help Government of Balochistan build a secure, stable and prosperous province.

The impact statement is “Communities in the target districts have a 10% lower headcount of key Multi-Dimensional Poverty (MPI) indicators¹⁴, better coverage and access to basic services, and lowered income poverty through skills training and paid work.” (compared to the average in non-targeted districts).

The project is in line with UNDP Country Programme Document for Pakistan 2018-2021, which states that UNDP will pursue implementation through the following three tiers:

- (a) Fostering an enabling environment in legislation, regulatory frameworks and development policies, drawing on South-South best practices;
- (b) Strengthening the capacity of institutions and systems at all levels to provide innovative solutions and implementation support for governance, environmental sustainability and stabilization processes; and
- (c) Supporting the Government in community-level interventions that promote scalable solutions focused on building local capacities.

The proposed interventions have been designed based on information drawn from three key sources:

- i. Past and present UNDP and UN programmes in Balochistan;
- ii. Data sources on development needs and indicators for the province; and
- iii. A project design mission comprising of a field trip to Quetta, districts & villages (Feb 2018)

The interventions are coherent with UNDP’s global vision and our approach of helping achieve the 2030 Agenda: Eradicating poverty as the highest priority and within Pakistan, shifting attention to Balochistan to ensure no one is left behind and endeavor to reach those furthest behind first.

The approach emphasizes that development is the central goal, and at the same time recognizes the unique situation of Balochistan: i) the requirement to build peace through improving citizen-state trust; ii) to increase adaptation to climate change and resilience to shocks through diversifying livelihoods; and iii) preparing for the future, i.e., equipping people with the skills and tools to play a productive role in the economy.

By working in partnership and by coming at complex issues from different angles, UNDP wants to achieve structural transformations for sustainable development. This is why the proposed project is different because it looks back, looks at the now, and looks at the future. The selected interventions play to UNDP’s and UN agency strengths. Taken together, project activities will help Balochistan improve citizen-state trust, ensure economic participation, be more resilient to shocks and stresses, strengthen gender equality and empower women and girls.

¹⁴ There are many elements in measuring multidimensional poverty. This project will focus on those indicators (which contribute to the overall MPI) from the livelihood, education, health, environment, water and sanitation sectors.

III. RESULTS AND PARTNERSHIPS

1. Expected Results

A main result will be a reduction of key (pre-selected) indicators making up the measure of multi-dimensional poverty, compared to non-target districts.

Other result areas will be a significant improvement in citizen-state trust and in the local government's capacity to deliver essential services. The results link directly to the two main outcome areas in UNDP Pakistan's Country Programme Document: Outcome 1 (UNSD Outcome 9), Increased effectiveness and accountability of governance mechanisms; and Outcome 2 (UNSD Outcome 6): the enhanced resilience and socioeconomic development of communities.

The project will contribute to the SDGs for ending poverty in all its forms (SDG1), ensure healthy lives and promote wellbeing for all at all ages (SDG 3), ensure inclusive and equitable quality education and promote lifelong learning opportunities for all (SDG 4), clean water and sanitation (SDG 6), and, decent work and economic growth (SDG 8). Assuming the availability of required resources and an enabling policy, operating and security environment, the project will contribute to the achievement of the following indicative results:

- A 10% reduction in key elements of multi-dimensional poverty (education, health, and standard of living) in the target districts over 7 years compared with non-targeted districts in Balochistan;
- Trust in the state by citizens in the target districts has increased by 25% over 7 years (SDG 16.6; and 16.7);
- 300 villages have access to improved public services by the end of the project; (SDG 6.1, 6.2)
- 300 villages are using safely managed sanitation services and 100% reduction in open defecation (SDG 6.2);
- 2,000 men and 2,000 women have improved skills and/or have launched a business, of whom 50% have found secure employment/a sustainable livelihood by the end of the project (SDG 8.5); and
- 1000 micro, small or medium enterprises (MSMEs) are established, stimulating innovation and promoting the economic inclusion of women (SDG 8.3).

2. Outputs and activities

Following are the project outputs and corresponding activities:

1. **Enhanced capacities of the local governments to effectively plan and deliver services to achieve the SDGs.**

Indicative activities:

- Assist provincial governments in developing legislative, institutional and policy frameworks on devolved subjects;
- Assist in the formulation of District SDG Localization Plans and their implementation;



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- Training of elected local government¹⁵ in all aspects of service delivery which includes participatory and inclusive planning and monitoring and management of projects/services;
 - Strengthen district and municipal planning, monitoring and management of projects, budgets and services;
 - Establishment of Government Innovation lab for Introducing innovation and technology solutions to address development challenges through partnerships with civil society and the private sector;
 - The introduction of real time data and monitoring which feeds back to the government their performance and effectiveness on service delivery;
 - Support in linking policy to delivery to evaluation, back to policy, etc.
- 2. Accelerating the delivery of the SDGs by investing in basic services to address immediate and urgent needs (through/in partnership with the local governments) with a special focus on the needs of women and vulnerable groups.**

Indicative activities:

- Identification of non-functional services, critical infrastructure and missing facility needs (furniture, equipment, etc.) in the delivery of public services (health, education, water supply, social protection, etc.);
 - Working with government, private sector and NGOs to pilot new and innovative ways to reach poor and vulnerable groups with basic service;
 - Targeted investment in infrastructure and related upgrading under the supervision of the elected local governments;
 - Working with local government, civil society organisations and the private sector around how to make basic services more resilient to shocks and therefore more sustainable;
 - Unblocking policy and administrative (jurisdictional) bottlenecks which impede the delivery of basic services.
- 3. Developing alternative livelihoods (for both men and women) and stimulating the local economy through skills training, business development and trade**

Indicative activities:

- Build on UNDP's Labour Market Analysis to better understand needs and intervention design and work with training institutions to deliver targeted training for the immediate and future job market;
- Market and value chains analysis to identify each region's comparative advantage and the potential job and entrepreneurship opportunities (e.g., along the CPEC route, at Gwadar port, or in the economic zones) ;
- Provision of appropriate IT, technical, vocational and business management skills trainings, especially to youth (both men and women) in partnership with established public, private or non-profit training institutions;

¹⁵ local governments include the three-tiered structure of the union council, tehsil/municipal council and district council



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- Business incubation services and innovation challenge funds for private and social enterprises that have potential for growth and job creation;

4. Effective project management and oversight

Indicative activities

- Establishment of Project Board (co-chaired by UNDP and Planning & Development Department Govt. of Balochistan);
- Establishment of Project Management Unit at Quetta and field offices;
- High quality staff recruited and deployed in the districts;
- UNDP Country Office oversight and assurance of the project;
- Procurement of civil works, material supplies and technical/support services;
- High quality monitoring and evaluation (baseline and impact surveys, third-party monitoring, real-time monitoring);
- Partnerships with other UN agencies, civil society organizations and the private sector to help achieve the above.
- Monitoring of civil work by community/local councils oversight committees;
- Audit and assurance to ensure compliance and value for money.

3. Resources required to achieve the expected results

The resources required to achieve the expected results are financial, human and political. The cost of the interventions will be US\$4m for the pilot phase for the first two years, and US\$26m for a scale up phase from 2020-2025. UNDP would expect funding to come from different sources including co-financing from the government of Pakistan, funding from donors and potentially blended funding with development banks and the private sector. Human resources required would be a combination of: UNDP staff in Islamabad for coordination, and UNDP staff in Quetta and in the districts for management, oversight and implementation. Government cost sharing will be mobilized for investment in the public services for improvement. NGOs and other private firms will be engaged for third party monitoring & evaluation. UN partner agencies will be engaged for co-implementation and aid effectiveness; and the private sector will be involved to support innovation and enterprise development.

4. Target Groups

The project interventions will have a direct impact on the men, women, children and youth of the target districts. The local government and line departments and institutions related to the public service delivery will also be the primary beneficiary of the project and will receive technical support to develop their capacities and bring improvement in delivery of their services. These departments will play a key role in implementing the innovation pilot projects which will facilitate and ensure the end-users of public services to voice their concerns and suggestions to make these services responsive to their needs. Modalities will be developed to effectively involve the target beneficiary and their representatives in the design thinking process to come up with viable innovation pilots. Opportunities to the youth will be provided to pilot their ideas and test prototypes for improvement of public facilities with the technical and financial support of the project. The unemployed youth will also get opportunities to be linked to the training institutions and to get enrolled in certified entrepreneurial and vocational skills courses and start their own small businesses.

5. Development Partners

In order to maximize impact, UNDP will build on existing partnerships with the Government of Balochistan, key UN agencies, NGOs and the civil society, while pursuing new partnerships with the academic institutions including University of Balochistan, BUISTEM, and Sardar Bahadur Khan Women University, private sector and public and private training institutions to support the work on innovation, vocational and entrepreneurial skills, the local economy and alternative livelihoods. The Planning and Development (P&D) Department, Government of Balochistan (GoB), will be the principal counterpart for the implementation of this project. UNDP has partnered with the P&D Balochistan for over three decades and has implemented several policies, institution building and community-level projects in the province. Civil society organizations would be an important player and will be engaged to facilitate establishment of working linkages between service providers and communities. The organizations with proven and credible track record would be selected with their registration with the government institutions like EAD as a prerequisite.

Innovation and a robust M&E system are integral parts of the project. The target communities will be linked to the local government and service providers through technological innovations experimented in other provinces and piloting new models in the project districts. Innovation will be applied to areas such as the development of new skills and businesses, to support economic growth in the province, and for the development of smart ways to make basic services more resilient in the face of natural disasters.

The private sector will be a major partner for the training and enterprise development component in particular offering opportunities for women and youth to gain employment and ensure wider income generation. UNDP will establish linkages with the private sector and explore business development models/ opportunities for the youth. The China Pakistan Economic Corridor could potentially provide a significant number of new work streams for employment. UNDP will play a critical role in bringing private sector partners and skills development organisations together so opportunities can be better realised, especially for women, marginalised groups and young people.

6. Social and Environmental Standards

The social and environmental screening of the project is attached as Annex-2. The project has identified potential environmental risks and their management measures which are described in the screening checklist. Overall the project has no significant adverse impact on habitats and ecosystems and does not involve any changes to the use of land and natural resources.

7. Risks and Assumptions

The risks and assumptions for this project are drawn from those outlined in the UNDP country programme document, and from the specific risks of working in Balochistan and in rural Pakistan. UNDP's approach is to accept informed risks and undertake proactive mitigation, drawing on the findings of the reviews, evaluations and lessons from current and past engagement.

For Balochistan, the key overarching risk is a deteriorating security situation and within the project, an inability to overcome socio-cultural norms which could impede women's empowerment.

Risks associated with different implementation modalities (national, direct and/or non-governmental organisations) will be critical from the outset in choosing the right modality for the best possible developmental impact. A risk identified from previous interventions in Balochistan has been a lack of an effective management structure and a lack of guidance and oversight. Other risks include:

- (a) The regional geo-political situation of Pakistan and the political transitions, which may possibly lead to policy shifts affecting the development agenda and the nature of demand for UN/UNDP support.
- (b) The risk of insufficient funding, and if the Pakistani government decides to finance development using domestic resources. There is a risk of private sector and donors' funding not being forthcoming.
- (c) The success of the project depends on UNDP's strong field presence, especially in hard to reach rural areas. It also depends on how successful UNDP's engagement and capacity building initiatives with the Balochistan government (elected and non-elected leadership) are.
- (d) Vulnerability to disasters and climate hazards, which Balochistan is already displaying.



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Risks & Mitigation Measures

#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Lack of security limits access and slows implementation of activities	Safety and Security	High	Activities will take place in the areas deemed safe by the local government (and through the issuance of NOCs). Security incident may occur in some project areas. UNDP will assess local dynamics and balance implementation needs and risks. Partner security procedures will apply to protect their staff. Programme planning and implementation will be performed in coordination with communities and local authorities (elected and non-elected). Flexibility and adaptability of the programme to the changing situation will also apply. It might be necessary to change areas of intervention depending on the evolving security context. P&DD will play a key role in coordinating and implementing project activities at the district level. Most of the soft components and especially civil work will be out-sourced to private firms, minimizing risk to UNDP project staff.	PMU
2	Access to the target areas is limited by the non-issuance of NOCs	Operational	High	It is not uncommon that NOCs are refused or the process in obtaining permissions takes more time than predicted, particularly for international NGOs. To help mitigate this, UN officials in Quetta and Islamabad will keep close contact with counterpart government officials in MoI, MoFA and in the military. UNDP will also maintain close coordination with their implementation partners on their progress in obtaining NOCs. Regular feedback from UNDP staff and implementing partners from the field to the respective government departments will help to counter-balance periodic challenges related to the issuance of NOCs.	PMU
3	Political stalemate in Balochistan	Political	High	As per UNDP's mandate, we will continue to support, facilitate and advocate for effective reforms in Balochistan which support more efficient and effective service delivery by local government. The key risk here is around political transitions amidst elections. One way to mitigate this risk is to ensure progress on economic development and social services delivery is effectively communicated to the political elite which should create cross-party momentum for continuing the project.	PMU
4	Misuse of funds	Financial	High	UNDP has decades of experience in Balochistan and this will be drawn upon in selecting the right implementation modality for this project. UNDP is cognizant of donor restrictions regarding who donors can and cannot implement through, which will be taken into account. Ideally local government must deliver local services but this will be balanced between fiduciary risk and better public financial management.	PMU
5	Project interventions especially livelihoods and skills development cause	Social and Environmental	Moderate	UNDP and partners will follow a consultative and participatory approach in setting the criteria and identifying schemes and beneficiaries under various activities. The cross-cutting analysis framework used by the programme to assess investment choices includes a conflict sensitivity lens. The "do no harm" principles will be applied to decision-making throughout project implementation. An effective	PMU

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	conflict in local communities	Social and Environmental	Moderate	accountability mechanism will ensure that programme benefits are distributed in a transparent and fair manner. UNDP will mitigate this risk by ensuring the accountability mechanism is fully exercised and implemented.	N/A
6	Resistance to women's participation in activities.	Social and Environmental	Moderate	In many cases the road to women's participation and empowerment lies through engagement with men. Interventions will be designed to maximize women's engagement while respecting the local culture. Females will be included in various activities conducted under the project within their communities. The programme's public information strategy will cater for this and will communicate messages promoting women's participation. Female staff will be recruited. A gender analysis and gender equality strategy will be developed and implemented.	N/A
7	Access	Operational	Moderate	Balochistan is characterized by sparse populations spread over large desert-like areas. This risk applies more to the rural segment of the project. During the field design mission, it was clear that accessing communities will be difficult. One way to address this is to have a good rural presence, but this costs money. It is recommended that during the pilot, access vs. impact be measured in some way, with the goal of finding the right mix of district footprint to achieve the results and impacts we want to see. The recommendations from testing this during the pilot will be scaled and implemented through phase II.	PMU
8	Beneficiaries trained do not find jobs; Alternative businesses supported do not perform well	Strategic	Moderate	Detailed analysis of training, businesses/entrepreneurial opportunities will mitigate this risk. Under a different project, UNDP carried out a labour market analysis. UN partner agencies and the World Bank have researched business and market development. These will all be taken into account, in addition to project analysis, to ensure training and businesses are targeted to areas which have higher prospects for financial sustainability.	PMU
9	Unexpected adverse impact of natural disaster on programme interventions.	Social and Environmental	Moderate	All project interventions will be planned on a risk-informed basis and mitigation measures will be built in. Disaster risk reduction and disaster resilience are key pillars of UNDP's work in Pakistan. The same can be said of all UN agencies UNDP wishes to partner with under this project. To this end UNDP will build on its relationship with Pakistan's Disaster Management Authorities to inform this project's disaster risk assessment.	N/A
10	Data collection, research and surveying the targeted areas and beneficiaries is prohibited by the authorities	Operational	Moderate	The programme aims to improve the lives of people and the performance of the private and public sector. It will only be possible to measure progress and impact if UNDP and partners are allowed to collect the relevant data (this is particularly important in the accountability area around measuring citizen-state trust). Data collection may be difficult. UNDP will 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 as well as the M&E capacity of implementing partners to identify potential innovations to overcome this risk more	N/A

8. Stakeholder Engagement

The Government of Balochistan will be at the core of the stakeholder engagement strategy given its role in the steering committee and the fact that all implementing parties require permissions and NOCs to operate in Balochistan.

One critical element of stakeholder engagement is at the level of communities. Various community engagement models have been tried and tested in Balochistan over the past 20 years with mixed results. One of the research questions for this project will be to test which community engagement/mobilization model works best. The approach will draw on lessons and experience from the UN and other development agencies. The findings of the pilot phase will shape how UNDP and partners engage with communities in the scale-up phase.

An immediate concern is how non-targeted communities are involved in project implementation. Lessons from other projects have shown that issues raised from communities not benefiting from project activities can adversely affect implementation. The stakeholder engagement strategy will detail how such risks will be mitigated.

9. Knowledge

Applying knowledge and innovation is a key part of any UNDP project. Phase I will test and model key research questions such as which community engagement model works best; what are the most cost-efficient ways of improving citizen-state trust; and which kinds of skills best ensure a secure job?

Developing local government capability to deliver essential services is one of the cornerstones of this project. Ensuring local government is the custodian of knowledge and best practice on how to deliver services is an overarching goal of the project.

Through effective coordination and communication, UNDP will ensure that the wider UN family takes up knowledge and best practice within its wider programming and project design, as well as in policy and strategy formulation.

10. Sustainability and Scaling-up

An essential element of sustainability and scale-up for the initiative is the integration of the project's work into provincial strategies and development plans. A key goal right from the outset is to use innovation to try to make the delivery of basic services more sustainable. UNDP has helped shape Balochistan's vision 2030 and continues to work closely with the provincial government to ensure integration is a continuous exercise. Furthermore, by creating partnerships which connect communities, training institutes and the private sector, UNDP expects that the number of women and youth benefiting from the project will go beyond the initial scope. At the community level, our initial scoping has indicated that community mobilization seldom continues beyond the life of a project, so UNDP will seek to develop models of good practice which provide reliable and sustainable means of community participation in the delivery of basic services.

The project aims to showcase that the local government works. UNDP will advocate to federal and provincial governments that a certain level of funding will deliver a commensurate level

of development impact. Demonstrating to national authorities ‘what your money can buy’ is a fundamental element to ensure sustainability beyond the life of this project.

IV. PROJECT MANAGEMENT

1. Cost Efficiency and Effectiveness

UNDP’s management structure and approach is based on a review of lessons learned and independent evaluations to date from implementation practices in Balochistan and across Pakistan. UNDP field offices will be supported from both Quetta and Islamabad. UNDP will utilise its Results Based Management approach for planning, management, implementation and monitoring.

UNDP enjoys an excellent working relationship with authorities across Balochistan. The project team will work with a range of government and non-government partners to deliver results. The personnel, infrastructure and working practices for community-government relations will be strengthened, which will also manage access challenges that affect UNDP and its partners.

a. Phase I: 2019-2020

4 Districts; USD 4m

By leveraging the Government of Balochistan’s contribution to extend the Refugee Affected and Hosting Areas project in Kila Abdullah and Nushki districts, this phase will build on the lessons UNDP has learnt from working in Balochistan and complement existing UNDP and UN interventions in the province. The overall goal is to deliver maximum results with the available resources. The objectives are: first to test what works, what doesn't and why, across all four project components; secondly to search for and apply innovative solutions to address some critical developmental issues affecting the province¹⁶. At the end of the first phase, there will be a period of evaluation and lesson learning to determine how best to scale up the project. Who, how and when it is delivered will also be assessed. It is during this period UNDP expects to conduct a full appraisal of cost efficiency and effectiveness vs. results and impact.

b. Phase II: 2020-2024

6 Districts; USD 26m

Cost effectiveness and efficiencies will be a significant design factor in Phase II interventions—adapting the earlier design based on the evaluation of the first phase, UNDP will apply innovative solutions and what has worked well from Phase I and take it to scale across 10 districts in including the districts selected in Phase-I. These will comprise five Pashtun and five Baloch districts, to be selected on the basis of need and vulnerabilities. During the scale-up phase an overarching goal will be to apply those interventions which best accelerate progress towards achieving critical SDGs for Balochistan.

2. Project Management

¹⁶ One of the strong messages received from the February 2018 Inception Mission was the weak sustainability of community mobilisation work and its potentially adverse impact on citizen-state trust building. Through testing, this project will aim to apply sustainable models for community development by strengthening the agency of elected local governments at the district, sub-district and union council levels.



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The project will be launched with available UNDP and Government of Balochistan resources and the interventions will be scaled up as additional government and third party resources become available.

Under the direct supervision of the Assistant Resident Representative, Crisis Prevention and Recovery Unit, and assisted by a Project Management Specialist, the project will be delivered by a Quetta-based team comprised of a Project Coordinator, key Project staff, and a team of field staff based in the target districts. The Head of UNDP Sub Office will provide guidance and support to the project team as well as ensure alignment and effective coordination with the Government's priorities, complementarities with other UN/NGO ongoing development programmes.

Programme oversight and strategic direction will be led jointly by UNDP and the provincial government. For this purpose, a project review board (PRB) co-chaired by the Resident Representative UNDP and Additional Chief Secretary (Dev.) will be constituted. The committee will include representatives from EAD, relevant provincial line departments and district officials. The committee will meet at least once a year to provide strategic guidance, approve work plans, review progress and also provide support in resolving any administrative or political issues faced during implementation. PRB will also review policy recommendations and submit them to the government for consideration/approval.

The project will be directly implemented and managed by UNDP. Key project staff will be deployed at UNDP Quetta Office. UNDP will establish:

1. A project management office in Quetta and project offices as required.
2. Partnerships with UN agencies, development banks and rural support programmes to ensure coordinated, efficient and effective implementation.
3. Contracts /agreements with government entities, academia and NGOs (to be identified) who will work alongside local government to build their capacity to deliver improved basic services, deliver skills trainings and implement project activities as contractors or responsible parties.
4. A contract with an NGO or private contractor to support monitoring and evaluation around accountability and citizen-state trust building and monitoring of infrastructure activities.
5. The Project will collaborate with other UNDP Projects including DLG, Rule of Law, MAPS, and SLMP to compliment project activities and avoid duplication.

UNDP has a comprehensive end-to-end financial management process. Development partners have an access window to monitor disbursement, should they wish to. The team will be constantly learning and be ready to implement changes to reduce risk. UNDP will engage third party monitors and auditors in accordance with the guidelines issued by the UNDP Office of Audit and Investigations. UNDP will actively disseminate the details of global anti-fraud hotline to prevent and report any concerns that may arise.



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V. RESULTS FRAMEWORK

Intended Outcomes as stated in the UNSDF/OPIII (2018-2022):

3. UNSDF Outcome# 3: By 2022, the resilience of vulnerable populations is increased by addressing and mitigating naturally occurring and human-induced disasters, including climate change mitigation and adaptation measures, and sustainable management of natural resources (CPD Outcome #2: Enhanced resilience and socio-economic development of communities).

Outcome/output indicators as stated in the Country Programme Document 2018-2022 Results and Resources Framework, including baseline and targets:

Output 6.1: National and sub-national policies, systems, and institutions enabled to achieve structural transformation, promote inclusive economic, social, and political opportunities for enhanced stabilization and social cohesion

CPD Output Indicator 6.1.1 (IRRF Indicator 3.1.1): Extent to which core functions of government are strengthened.

Baseline: Scale 2. Very partially

Target (2022): Scale 4. Largely

CPD Output Indicator 6.1.2 (IRRF Indicator 1.1.2): Extent to which policies, systems and institutional measures in place at the sub-national levels to generate and strengthen engendered employment and livelihoods

Baseline: Scale 1. Not adequately

Target (2022): Scale 4. Largely

Output 6.2: Revitalization of productive capacities that are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader stabilization efforts

CPD Output Indicator 6.2.1 (IRRF Indicator 1.1.1/ SDG 8.3.1): Number of new jobs and other livelihoods generated disaggregated by sector and sub-sector, by sex, age and excluded groups and by wage category (see Guidance Note)

Baseline: Jobs: 1,500 (Women = 1100; Men = 400); Livelihoods: 100 (Women = 50; Men = 50)

Target (2022): Jobs: 10,000 (Women = 6,000; Men = 4,000); Livelihoods: 5,000 (Women = 2,500; Men = 2,500)

CPD Output Indicator 6.2.2 (IRRF Indicator 6.1): Extent to which critical benchmarks are met for social and economic recovery after a crisis inclusive of Gender equality and women's empowerment principles

Baseline: Scale 1. Very partially

Target (2022): Scale 3. Largely

Applicable Output(s) from the UNDP Strategic Plan:

1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

3.1.1 Core government functions and inclusive basic services restored post-crisis for stabilisation, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities

Project title and Atlas Project Number: Balochistan SDGs Accelerated Delivery Project; Project ID:00112279



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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE						TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	FINAL 2024			
<p>Output 1</p> <p><i>Enhanced capacities of the local governments to effectively plan and deliver services to achieve the SDGs.</i></p>														
1.1 Extent to which local governments' capacities are enhanced to effectively plan, monitor and evaluate the progress on the SDG targets	Progress reports; District development plans	Very Partially (Desc.: Existing M&E method, state of play)	Partially (All the 4 districts improve their planning & M&E)	Partially (Baseline of scale up districts established)	Partially (3 scale up districts improved planning and M&E)	Partially (Total of 3 scale up districts improved planning and M&E)	Largely (All scale up districts have improved planning and M&E)	Risk is around local government not having the capacity or knowledge to deliver and/or learn from M&E. There may be a different risk between Baloch vs. Pashtun districts in the way communities are governed and therefore the reach and impact of providing basic services						
	1.2 Number of innovative solutions developed in partnership with government, civil society and the private sector	UNDP Country Progress and evaluation reports.	0	0	2	2	2	2	2	2	2	2	2	2
<p>Output 2</p> <p><i>Accelerating the delivery of SDGs by investing in basic services to address immediate and urgent needs with a special focus on women and vulnerable groups.</i></p>														
2.1 Number of women and vulnerable persons reached by project interventions	Progress and evaluation reports; District and Provincial government development reports.	0 (Desc.: zero but can use other UNDP projects to help assess baseline)	5,000 (Vulnerable men, women and children reached)	5,000 (Vulnerable men, women and children reached)	0 (Establish new target beneficiaries for the scale up)	20,000 (Vulnerable man, women and children reached)	20,000 (Vulnerable men, women and children reached)	50,000 (Vulnerable men, women and children reached)	Insecurity may prevent project from getting to women and vulnerable groups.					
	2.2 Number of basic infrastructure schemes built or supplied	Progress and evaluation reports.	0 (Desc.: existing infrastructure)	20 (Improved health, and sanitation)	20 (Improved education, health, and sanitation)	60 (Improved education, health, and water and sanitation)	100 (Improved water and sanitation)	300 (Improved water and sanitation)	300 (Improved water and sanitation)	Conflict damage to infrastructure. Lack of a maintenance and servicing plan. No maintenance budget				



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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	FINAL 2024		
<p>Output 3</p> <p><i>Livelihoods opportunities created for both men and women through skills training, business development and trade</i></p>												
	3.1 Number of jobs created by the project	Ministry of Labor: Annual reports from business and enterprises.	0 (Desc.: Existing employment by sector)	0	250 [500 male and female trained in market-oriented skills and at least 50% get jobs]	1,000 [2000 male and female trained in market-oriented skills and at least 50% get jobs]	1,750 [3,500 male and female trained in market-oriented skills and at least 50% get jobs]	3,000 [6,000 male and female trained in market-oriented skills and at least 50% get jobs]	4,000 [8,000 male and female trained in market-oriented skills and at least 50% get jobs]			Project partners not being able match needs of job market with skills development and training. Pakistani economy deteriorates significantly
<p>Effective project management and oversight.</p>												
	4.1 Percentage of log frame targets achieved efficiently and effectively (through 3rd party evaluation)	Steering Committee minutes, UNDP progress reports, 3rd Party evaluations	0	0 [Baseline targets and beneficiaries set]	10 [10% Log frame targets being achieved by end of Y2]	25 [25% Log frame targets being achieved by end of Y3]	50 [50% Log frame targets being achieved by end of Y4]	75 [75% Log frame targets being achieved by end of Y5]	100 [100% Log frame targets being achieved by end of final year]			See risks and assumptions table above

VI. MONITORING AND EVALUATION

UNDP will establish a monitoring and reporting plan in coordination with the government and implementing partners to ensure quality assurance, tracking of project results and activities, identification of issues that require course correction, risk management, and documentation of best practices that can be replicated or scaled up.

In order to ensure maximum transparency and buy-in, the monitoring of the project will be carried out at various levels. An NGO or private contractor would support monitoring and evaluation around accountability and citizen-state trust building. Engagement of a third-party monitoring firm will be considered to provide regular, independent reports on the project activities carried out by UNDP and its implementing partners.

Community based planning and monitoring is an essential element of the project's results and impact reporting. Based on earlier successful experience, joint oversight committees including representatives from beneficiary communities and local councils will be constituted and trained for day to day monitoring of infrastructure development and functioning of the improved services.

UNDP project staff will travel to the field on a regular basis in order to monitor and supervise work being carried out. UNDP effectiveness will be enhanced by coverage of UNDP presence on the ground (as far as security will allow). Staff from the Crisis Prevention and Recovery Unit (CPRU) Islamabad and Quetta will continue to visit the field regularly to carry out spot-checks and quality assurance on the project activities.

The project will also benefit from independent oversight. Lessons learned to date, for instance, greater direct interaction between UNDP and IP field staff, will also augment learning and oversight. Quarterly progress reports detailing both financial and substantive progress will be jointly developed and shared at the end of each quarter.

Every report shall provide an accurate account of implementation of the project, difficulties encountered and overcome, changes to risks and assumptions, lessons learnt and the degree of achievement of project results (outputs and direct outcomes). Reporting will be designed to allow the monitoring of the means of implementation and the budget for action.

Independent evaluations will be commissioned in accordance with UNDP's global evaluation policy and standards set by the UNDP's Independent Evaluation Office.

Table-4

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)/	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress and/or bottlenecks will be addressed by project management.	P&DD	5,000
Monitor and Manage Risk	The risks identified in the risk assessment which may threaten achievement of intended results. The risk log will identify and monitor risk management actions including monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial/fiduciary risk (depending on the implementation modality selected).	Quarterly	Project management identifies risks and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	P&DD Audit firm	10,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Constantly (through a knowledge management officer)	Relevant lessons are captured by the project team and used to inform management decisions.		20,000
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision-making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		2,000

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)/	Cost (if any)
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At every steering committee meeting (semi-annually)	Performance data, risks, lessons and quality will be discussed by the steering committee and used to make course corrections.		5,000
Project Report	A progress report will be presented to the Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			2,000
Project Review (Project Board)	The project's governance mechanism (i.e., Steering Committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the SC will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to disseminate project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress will be discussed by the SC and management actions agreed to address the issues identified.	P&DD, EAD	5,000

Table-5

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
End of Phase I Evaluation	All government and project partners	To help countries achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks.	UNSD Outcome# 6: By 2022, the resilience of vulnerable populations is increased by addressing and mitigating naturally and human induced disasters, including CCA	2020	UN agencies, INGOs, Local NGOs	\$30,000 / Project
Mid Term Phase II Evaluation	All government and project partners	-do-	-do-	2023	UN agencies, INGOs, Local NGOs	\$30,000 / Project
End of Project Evaluation	All government and project partners	-do-	-do-	2025-26	UN agencies, INGOs, Local NGOs	\$ 50,000/ Project

VII. MULTI YEAR WORK PLAN

Year: 2019-24

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPON SIBLE PARTY	PLANNED BUDGET	
		Y1 2019	Y2 2020	Y3 2021	Y4 2022	Y5 2023	Y6 2024		Funding Source	Budget Description
<p>Output 1: Enhanced capacities of the local governments to effectively plan and deliver services to achieve the SDGs.</p> <p>Indicators: 1.1. Extent to which local governments' capacities are enhanced to effectively plan, monitor and evaluate the progress on the SDGs targets.</p> <p>Baseline 1.1: Very partially Targets 1.1: Largely</p> <p>1.2. Number of innovative solutions developed in partnership with government, civil society and the private sector Baseline 1.2= 0 Targets 1.2=10</p>	<p>Activities: -Assist provincial governments in developing legislative, institutional and policy frameworks on devolved subjects; -Assist in the formulation of District SDG Localization Plans and their implementation; -Training of elected local government in all aspects of service delivery which includes participatory and inclusive planning and monitoring and management of projects/services; -Strengthen district and municipal planning, monitoring and management of projects, budgets and services; -Establishment of Government Innovation lab for introducing innovation and technology solutions to address development challenges through partnerships with civil society and the private sector; -The introduction of real time data and monitoring which feeds back to the government their performance and effectiveness on service delivery; -Support in linking policy to delivery to evaluation, back to policy, etc.</p>	185,000	855,000	855,000	855,000	855,000	855,000	UNDP, TBD	Contractual Services- Company, Local Consultant, Info Tech Equipment, Training, Workshop and Conferences	4,460,000

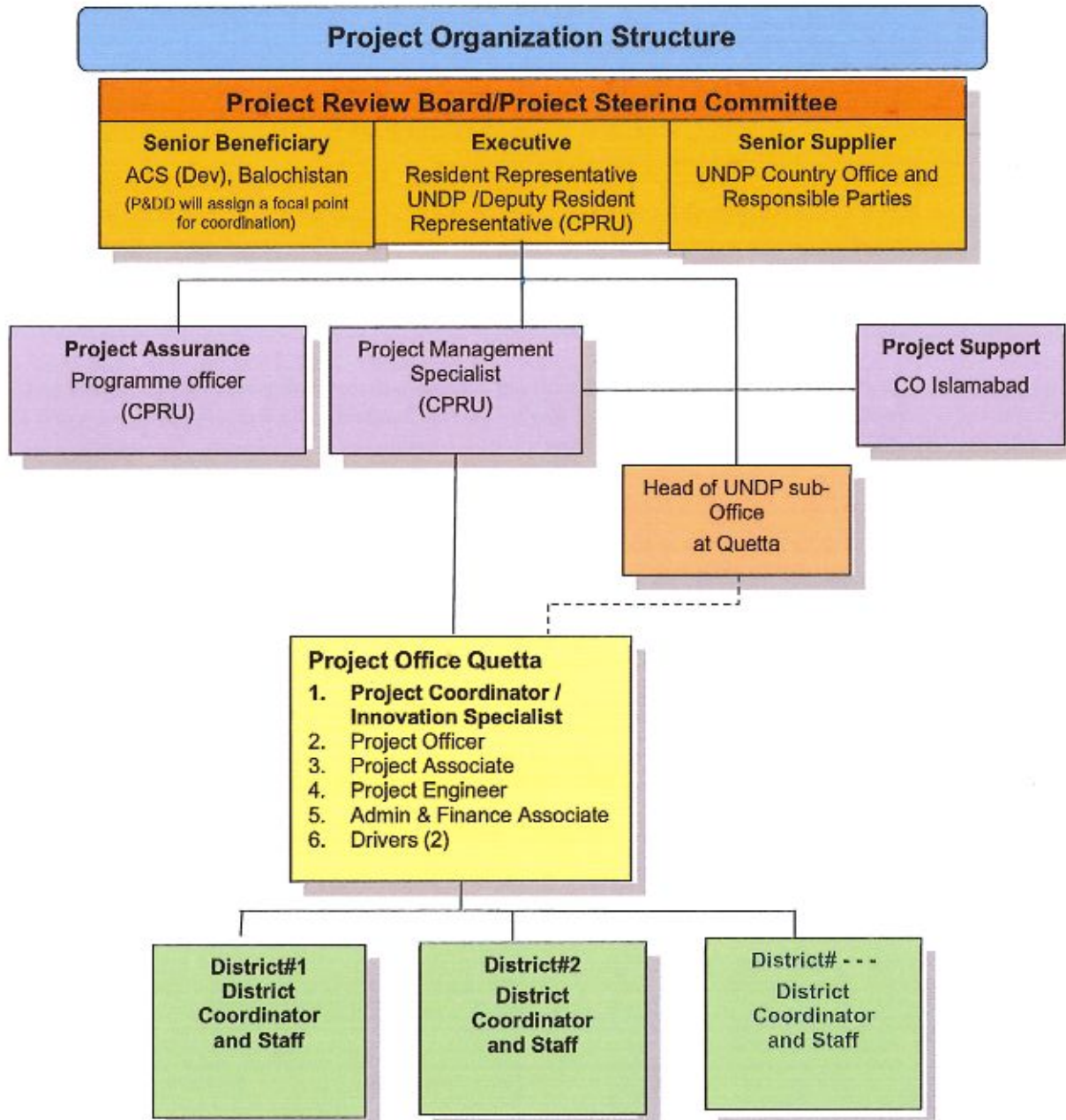
<p>Output 2: Accelerating the delivery of SDGs by investing in basic services to address immediate and urgent needs with a special focus on women and vulnerable groups.</p> <p>Indicators:</p> <p>2.1. Number of women and vulnerable persons reached by project interventions</p> <p>Baseline 2.1 = 0</p> <p>Targets 2.1 = 100,000</p> <p>2.2. Number of basic infrastructure schemes built or supplied</p> <p>Baseline 2.1 = 0</p> <p>Targets 2.1 = 600</p>	<p>Activities:</p> <ul style="list-style-type: none"> -Identification of non-functional services, critical infrastructure and missing facility needs (furniture, equipment, etc.) in the delivery of public services (health, education, water supply, social protection, etc.); -Working with government, private sector and NGOs to pilot new and innovative ways to reach poor and vulnerable groups with basic service; -Targeted investment in infrastructure and related upgrading under the supervision of the elected local governments; -Working with local government, civil society organisations and the private sector around how to make basic services more resilient to shocks and therefore more sustainable; -Unlocking policy and administrative (jurisdictional) bottlenecks which impede the delivery of basic services. 	215,000	2,315,000	2,315,000	2,315,000	2,315,000	2,315,000	2,315,000	UNDP, TBD	CIF, UNDP	Contractual Services-Company, Local Consultant	11,790,000
<p>Output 3: Livelihood opportunities created (for both men and women) through skills training, business development and trade</p> <p>Indicators:</p> <p>3.1. Number of jobs created by the project</p> <p>Baseline 3.1: 0</p> <p>Targets 3.1: 10,000</p>	<p>Activities:</p> <ul style="list-style-type: none"> -Build on UNDP's Labour Market Analysis to better understand needs and intervention design and work with training institutions to deliver targeted training for the immediate and future job market; -Market and value chains analysis to identify each region's comparative advantage and the potential job and entrepreneurship opportunities (e.g. along the CPEC route, at Gwadar port, or in the economic zones); -Provision of appropriate IT, technical, vocational and business management skills trainings, especially to youth (both men and women) in partnership with established public, private or non-profit training institutions; -Business incubation services and innovation challenge funds for private and social enterprises that have potential for growth and job creation; 	887,900	1,415,900	1,415,900	1,415,900	1,415,900	1,415,900	1,415,900	UNDP	GoB, CIF, UNDP	Contractual Services-Company, Local Consultant	7,777,400
<p>Effective project management and oversight.</p>	<p>A.1: Project Management Unit and staffing</p>	153,737	222,000	222,000	275,000	290,000	305,000	UNDP	UNDP	GoB, CIF, UNDP	Service Contract-Individuals	1,487,737
<p>(A) Technical Assistance</p>	<p>A.2: Direct Project Cost (DPC)</p>	39,750	97,900	150,000	255,000	262,500	262,500	UNDP	UNDP	GoB, CIF, UNDP	DPC-GOE	1,067,250
<p>sub-total: A</p>												2,534,987

(B) Operational Cost	B.1: Evaluation & Monitoring	20,000	45,000	37,500	75,000	97,500	75,000	UNDP	CIF	Contractual Services-Company	350,000
	B.2: Communication & Visibility	30,000	22,500	22,500	22,500	22,500	22,500	UNDP	GoB, CIF	Printing and Publications	142,500
	B.3: Travel & logistics	35,941	37,500	37,500	45,000	45,000	45,000	UNDP	GoB, CIF	Travel	248,941
	B4: Office & IT Equipment	20,000	38,500	18,750	56,250	33,750	33,750	UNDP	CIF	Info Tech Equipment	201,000
	sub-total: B										940,441
	Sub-total- Project management and oversight										3,475,428
Total activities and operational cost											27,502,828
General Management Support (8%)											2,200,226
Coordination Levy (1%)											275,028
TOTAL											29,978,083

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP will be the lead agency responsible for the implementation of the project, however it will be a joint Government-UN effort with other agencies supporting implementation. P&DD will assign a focal point for day to day coordination with the project. Complementing implementation will be universities, INGOs, NGOs, training institutes and the private sector.

A Project Board co-chaired by the UNDP Country Director and Additional Chief Secretary (Dev.) will provide oversight and guidance to the project. The Board will at a minimum include government departments, development partners and IPs. Board meetings will be held at least twice a year.



IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]¹⁷ [UNDP funds received pursuant to the Project Document]¹⁸ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (a) conduct project 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 project 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 project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

¹⁷ To be used where UNDP is the Implementing Partner

¹⁸ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner