

Annual Work Plan 2018

Project Title:	Decentralization and Local Governance
OP/Country Programme Outcome:	Outcome 9: Increased effectiveness and accountability of governance mechanisms.
Country Programme Output: <i>(Those linked to the project and extracted from the CPAP)</i>	Democratic governance of state institutions, including Parliament, provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to voice and accountability, for improved service delivery
Project Outputs: <i>(Those that will result from the project and are taken from the Project Strategy)</i>	<ol style="list-style-type: none"> 1. Federal organs strengthened to conduct devolution related duties and are technically supported on policy, regulatory and supervisory roles 2. Provincial Governments are technically equipped to develop legislative, institutional and policy frameworks on devolved subjects 3. Local Governments across Pakistan incorporate and use methodologies of participatory development planning, implementation and monitoring 4. Citizens oversight mechanisms of government action strengthened through advocacy and communications support
Implementing Partner:	UNDP
Responsible Parties:	UNDP

Agreed by [Implementing Partner – NPD - NIM projects only]:

Project Brief Description

Decentralization & Local Governance is a multi-year, multi-tier, multi sector and multi-stakeholder project launched by UNDP Pakistan to strengthen participatory federalism and decentralization against the backdrop of 18th Constitutional Amendment (2010). The Project views the 18th Amendment through a governance, development and public policy lens and identifies strategic areas of intervention to transition management of democratic devolution at federal, provincial and local levels. The core objective of the project is to assist institutional mechanisms to strengthen effective service delivery for peace and development and ultimately contribute to the Sustainable Development Goals.

Programme Period: 2018-2022 Atlas Award ID: 00070684 Atlas Project ID: 00084531 Atlas Project ID: 00109249 Start date: March 2013 End Date: December 2022 PAC Meeting Date: 24 December 2012 Project Board Meeting Date: 5 th December 2017	2018 AWP budget: \$ 1,681,322 2018 AWP budget: \$ 1,631,322 (without UNAIDS) Total Allocated Resources: <ul style="list-style-type: none"> o SDC 156,996 ✓ o FCO 171,873 ✓ o GMFA 782,222 (750,948 -II) o USAID 23,418 ✓ o USAID (109249) 496,813 ✓ o UNAIDS 50,000 0063928 (RBAP) * UNAIDS funds are allocated to UNDP RBAP implemented through D&LG UNDP Pakistan
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Agreed by UNDP (CD / DCD-P):

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Project ID: 70684 Project Title: Decentralization and Local Governance

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	Quarterly Timeframe				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Total Amount (USD)
Activity Result 1.1.1: Strengthened institutional mechanism structures for CCI & IPC									
Output 1: Federal organs strengthened to conduct devolution related duties and are technically supported on policy, regulatory and supervisory roles Indicator 1.1: Extent to which technical capacity of CCI & IPC is enhanced Scale: 1= No capacity 2=Very partial capacity 3= Partial capacity 4= Capacity largely in place Baseline 1.1: 1=No capacity Targets 1.1: 2= Very partial capacity Sub Total	Action 1.1.1.a: Provide technical assistance to CCI secretariat for re-operationalization of devolution management information system		X	X	X	UNDP	SDC	71300 LCL CNSLTS	10,000
Activity Result 2.1.1 Rights based development mechanisms are institutionalized in provinces									
Output 2: Provincial Governments are technically supported to develop legislative, institutional and policy frameworks on devolved subjects Indicator 2.1: Extent to which technical capacity of provincial departments & institutions on decentralized governance is enhanced Scale: 1= No capacity 2= Very partial capacity 3= Partial capacity 4= Capacity largely in place Baseline 2.1: 1= No capacity (Technical support provided to KP Law Dept. workshops & trainings on HR protection mechanisms) Targets 2.1: 3= Partial capacity	Action 2.1.1.a: Technical support (provincial policy development, at least 2 trainings and MIS establishment, outreach campaign) for Law, Parliamentary Affairs and Human Rights Department and institutions in KP	X	X	X	X	UNDP	SDC	75700 WKSP 71300 LCL CNSLTS	135,367

(HR policy development, trainings & technical assistance to assembly standing committee, MIS support, technical assistance to NHRIs, policy recommendations to ensure TGs have access to fundamental rights)	Action 2.1.1.b: Multi-stakeholder consultations including technical assistance for national & sub-national departments/institutions to ensure provincial ownership by adjusting, improving and endorsing the draft provincial strategies.												X	X	X	UNDP	FCO	71300 LCL CNSLTS	104,069	
	Activity Result 2.1.2: Provide recommendations and technical support to provincial departments in provinces for integration of vulnerable and marginalized populations of Pakistan																			
	Action 2.1.2. a: Rights mapping of vulnerable and marginalized populations of Pakistan, including focus on STDs prevention (1 research study & small scale activities 1 workshop & 5 trainings for integration of these populations)												X	X	X	X	UNDP	USAID (109249) USAID	173,292 21,683	
	Action 2.1.2. b: National draft strategy and policy guidelines developed for addressing stigma and discrimination in 4 provinces													X	X	X	UNDP	UNAIDS 0063928 (RBAP)	20,000	
	Action 2.1.2.c : 8 CBOs and 400 community members capacity enhanced through ToTs for sustainably engaging with duty bearers from four districts in all four provinces													X	X	X	UNDP	UNAIDS 0063928 (RBAP)	30,000	
	Activity Result 2.1.3: Provincial Inter-Provincial departments (IPCs) supported to develop a governance framework on Inter- Provincial Coordination																			
	Action 2.1.3.a: Four National consultations to generate recommendation and draft interprovincial coordination framework													X	X	X	UNDP	FCO	75700 WKSP	14,714
Sub Total																			499,125	

Activity Result 3.1.1 : Build resilience in communities, especially in the vulnerable and at risk-segments of population in 1 district in KP									
<p>Output 3: Local Governments incorporate and use methodologies of participatory development planning, implementation & monitoring</p> <p>Indicator 3.1: Extent to which participatory development planning, implementation & monitoring is effectively incorporated in LGs</p> <p>Scale: 1= Not at all 2= to a very partial extent 3= to some extent 4= to a significant extent 5= to full extent</p> <p>Baseline 3.1: 2= to a very partial extent (10 VC/NCs in KP provided technical support & trainings, build resilience amongst vulnerable communities in one district in KP)</p> <p>Targets 3.1: 3= to some extent (engage district government in 1 district in KP to enhance resilience amongst vulnerable communities through youth councilors)</p> <p>Indicator 3.2: Extent to which capacity of LG Departments is enhanced on managing their roles & responsibilities</p> <p>Scale 1= No capacity 2= Very partial capacity 3= Partial capacity 4= Capacity largely in place</p> <p>Baseline 3.2: 1= No capacity (Cells established in KP only but LGs not operationalized)</p> <p>Target 3.2: 3= Partial Capacity (scoping mission to Sindh & Balochistan to initiate support and establish technical support cells)</p>	Activity Result 3.1.1 : Build resilience in communities, especially in the vulnerable and at risk-segments of population in 1 district in KP								
	Action 3.1.1.a : At least 100 youth are provided continued psycho-social support	X	X	X	UNDP	GMFA	72100 CONTR-CMPY	60,000	
	Action 3.1.1.b: Integrated support groups established in 2017 of youth councilors and village elders provided small grants to support re-integration of vulnerable youth	X	X	X	UNDP	GMFA	72100 CONTR-CMPY	184,049	
	Action 3.1.1.c Organize sensitization workshops in target communities through youth councilors, village elders, religious scholars	X	X	X	UNDP	GMFA	72100 CONTR-CMPY	78,867	

Activity Result 3.2.1: Institutional support to Local Government Department in KP									
	Action 3.2.1.a: Institutionalization of the Urban & Local Governance tool and provide support in organizing localization of SDGs conference	X	X	X	UNDP	GMFA	71300 LCL CNSLTS	10,000	
Sub Total								332,916	

<p>Output 4: Citizens oversight mechanisms of government action strengthened through advocacy and communications support</p> <p>Indicator 4.1: Extent to which citizens oversight enables improved sectoral government action</p> <p>Scale: 1= Not at all 2= To a very partial extent 3= To some extent 4= To a significant extent 5= to full extent</p> <p>Baseline 4.1: 2= Not at all (1 seminar on civic engagement in LGs held, advocacy lectures through Pak study group, Citizens information & accountability forum established on RTI, 400 media practitioners trained on D&LG, devolution diary for public awareness, scoping study on extractives sector governance, ISGs established, Shadow reporting on UPR)</p> <p>Target 4.1: 2= to a very partial extent (ISGs established in 2017 are formalized and linked with local authorities)</p>	Activity Result 4.1.1: Citizens led oversight initiatives are strengthened, formalized and linked with local authorities in 1 district in KP									
	Action 4.1.1.a: Integrated support groups (ISGs) established in 2017 are trained & formalized through establishment of follow-up and referral mechanisms to local authorities.	X	X	X	UNDP	GMFA	72100 CONTR-CMPY	54,686		
	Action 4.1.1.b: Feedback events between local, provincial and international academic institutes and integrated support groups to share experience and learn from best practices	X	X	X	UNDP	GMFA	72100 CONTR-CMPY	33,122		
Sub Total								87,808		
Programme Total								929,849		

Operations Programme Technical Cost	Description	Quarterly Timeframe				Responsible Party	Funding Source	Budget Code	Total Amount (USD)
5.1 - Salaries	Salaries technical staff – 1 International and 4 National staff	x	x	x	x	UNDP	USAID GMFA USAID GMFA	61300 61300 71400 71400	108,088 89,732 43,039 108,013
5.2 - Management support	Direct Project Cost	x	x	x	x	UNDP	USAID GMFA	64300 74500 64300 74500	34,050 10,000 34,050 10,000
Sub Total Technical Support Costs							USAID GMFA		195,177 241,795
Operations cost									
5.3 - Salaries	Salaries of project 2 operations staff	x	x	x	x	UNDP	USAID GMFA FCO	71400 71400 71400	50,743 18,361 17,000
5.4 – Operations & Maintenance	Repair & Maintenance Vehicle , POL	x	x	x	x	UNDP	USAID GMFA	73400 RNTL & MAINT	1,650 3,600
5.5 - Equipment & Furniture	IT Equipment	x	x	x	x	UNDP	USAID GMFA FCO	BA007 ITC_BUD	2,000 6,000 2,000
5.6 - Rent Building	Rent Office & Fit out cost	x	x	x	x	UNDP	USAID GMFA FCO	73100 RNTL & MAINT	8,550 15,000 12,765

5.7 Communication, Stationery & Office Supplies	Communications, printing cards, brochures & reports	x	x		x				72400 COMM & AV	3,500 1,500 1,000
	Stationery & Office supplies	x	x	x	x	x			72500 SUPPLIES	1,500 2,500 1,000
5.8 – Travel	Travel	x	x	x	x	x			71600	10,000 14,800 6,594
5.9 – Security	UNDSS and residential security	x	x	x	x	x			63500	13,600
GMS 8%									75100	36,801 1,735 57,942 12,731 11,629
Sub Total Operations Support cost										130,079 119,703 52,820 11,629
Total - Technical and Operations Support									USAID SDC FCO GMFA	325,256 11,629 53,090 361,498
Grand Total										1,681,322

II. Monitoring Plan 2018

(Include all monitoring and evaluation activities/events)

Project ID: 70684 Project Title: Decentralization and Local Governance

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan			Responsible Staff	Resources (\$)	Risks and Assumptions
				Source/Method of Collection	Schedule/Frequency				
Obtained from the CPAP and project Results Frameworks)	Obtained from the CPAP and project Results Frameworks)	At the project start date	At the project end date	Specific publication, evaluation, survey, field observation, interviews, etc	Monthly, quarterly, annually, etc		Staff member responsible for collecting and reporting data	Estimated cost of collecting and reporting data	Any risks or assumptions concerning data collection
CPAP Outcome: By 2022, the Pakistani population, especially the most vulnerable and marginalized, benefit from accountable, transparent and effective governance mechanisms and rule of law institutions									
CPAP Output: Democratic governance of state institutions, including Parliament, provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to voice and accountability, for improved service delivery	Extent to which Parliament, legislative and electoral institutions meet minimum benchmarks to perform core functions effectively.	Scale: 2. To a Minimum extent	(2022): Scale: 4. Fully.	1) Quarterly Progress Reports 2) Annual Progress Reports	Quarterly & Annually		Project Analyst	500	1) Security Situation in the country is feasible for project implementation 2) Consensus amongst stakeholders 3) Continuity of democratic system
Project Output 1: Federal organs strengthened to conduct devolution related duties and are technically supported on policy, regulatory and supervisory roles	Indicator 1.1: Extent to which technical capacity of CCI & IPC is enhanced	Baseline 1.1: 1=No capacity	Targets 1.1: 2= Very partial capacity	1) Monthly reports of local consultants 2) Interprovincial meetings reports	Quarterly & Annually		Project Analyst	500	1) Ministry of IPC is on board project implementation 2) Consensus amongst provincial and federal IPC on sectoral issues
Project Output 2: Provincial Governments are technically supported to develop legislative, institutional and	Extent to which technical capacity of provincial departments & institutions on	1= No capacity	3= Partial capacity	1) Training & Workshop reports 2) MIS Development & installation 3) HR Policy Documents	Quarterly & Annually		Project Analyst	3000	1) Provincial Departments are on board for project implementation

policy frameworks on devolved subjects	decentralized governance is enhanced								2) Security situation in KP does not hamper project implementation 3) Electioneering does not delay project implementation 4) Provincial Govt. actively takes up approval of HR policy
Project Output 3: Local Governments incorporate & uses methodologies of participatory development planning, implementation & monitoring	Extent to which participatory development planning, implementation & monitoring is effectively incorporated in LGs	Baseline 3.1: 2= to a very partial extent	3= to some extent	1) Trainings reports	Quarterly & Annually	Project Analyst	1500	1) LG Department is onboard for project implementation 2) Youth councilors are willing to engage with UNDP 3) District authorities in 1 District in KP are onboard project implementation	
	Extent to which capacity of LG Departments is enhanced on managing their roles & responsibilities	1= No capacity	3= Partial Capacity	1) Scoping study reports	Quarterly & Annually	Project Analyst	500	2) LG Departments are onboard with the idea of setting up strategic cells	
Output 4: Citizens oversight mechanisms of government action strengthened through advocacy and communications support	Extent to which citizens oversight enables improved sectoral government action	2= Not at all	2= to a very partial extent	1) ISGs MoUs with social welfare departments in district	Quarterly & Annually	Project Analyst	100	1) Lack of cooperation from provincial and district authorities 2) Lack of cooperation from target communities hampers project implementation	

III. Recruitment Plan 2018

(Include all the recruitments envisaged by the project in AWP 2018 - including national and international staff positions that are vacant or newly created)

Project ID: 70684 Project Title: Decentralization and Local Governance

#	Post Title	National/ International	Level of Post	Proforma Cost per year (US\$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Contract Modality (TA/FTA/SC/ NIMU/Govt)	Reporting to/ Supervisor	Duty Station	Contract Start Date	Contract End Date
1.	Chief Technical Advisor	International	P5	-	PMU	FT	ACD	Islamabad	Jan-18	Dec-18
2.	National Technical Advisor	National	SB-5/2	-	PMU	SC	CTS	Islamabad	Jan-18	Dec-18
3.	Project Analyst	National	SB-4/4	-	PMU	SC	CTS	Islamabad	Jan-18	Dec-18
4	Admin & Finance Associate	National	SB-3/2	-	PMU	SC	Op Manger	Islamabad	Jan-18	Dec-18
5.	Project Assistant	National	SB-3/1	-	PMU	SC	Op Manger	Islamabad	June-18	Dec-18

IV. Procurement Plan 2018

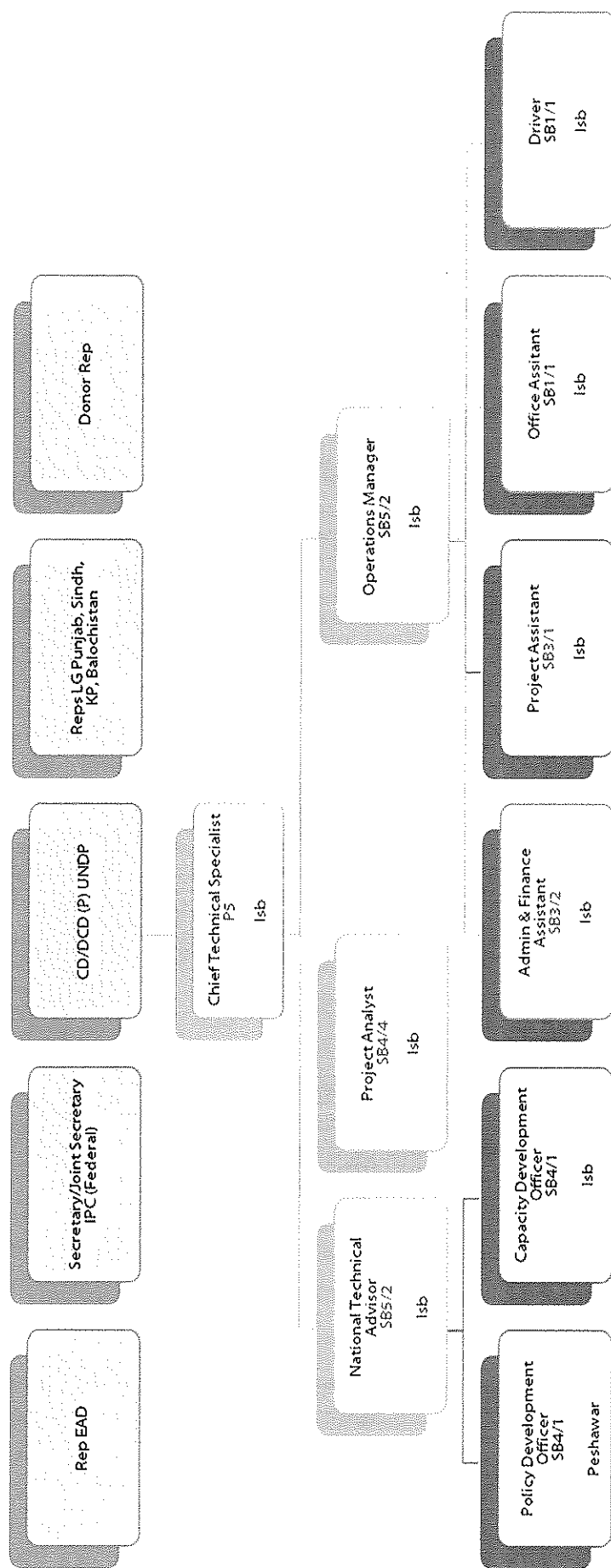
(Include all local and international procurements valued at or above \$2,500 envisaged in AWP 2016– including goods, assets, services and works)

Project ID: 70684 Project Title: Decentralization and Local Governance

#	Description	Type (good, service, works)	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
1.	RFP for re-operationalization of MIS system for CCI Secretariat (Action 1.1.1.a)	Services	10,000	PMU	RFP	End of 1 st week May 18	3 rd week of May 18	Not Applicable	Not Applicable	1 st Week of June	End of Dec 18	Operations Manager/ Admin & Fin
2.	IC-Provision of Training and Consultations to Sub-National Government Counterparts (Action 2.1.1.b & d)	Services	42,375	PMU	IC	First Week of Jan-18	Second Week of Jan 18	Second Week of Jan 18	Second Week of Jan 18	First Week of Feb-19	End of Aug 2018	Operations Manager/ Admin & Fin
3.	RFP for trainings/workshops for provincial assembly standing committee on HR (Action 2.1.1.b)	Services	25,000	PMU	IC	Middle of April 18	Last Week of April 18	1 st Week of May 18	2 nd Week of May 18	First Week of June 18	End of December 18	Operations Manager/ Admin & Fin
4.	RFP Multi-stakeholder consultations in Sindh, Punjab and Balochistan (Action 2.1.1.d)	Service	30,000	PMU	IC	2 nd Week of Feb 18	2 nd Week of March 18	2 nd Week of March 18	2 nd Week of March 18	2 nd Week of March 18	Last Week of May 18	Operations Manager/ Admin & Fin
5.	IC- Political mapping expert for rights mapping of vulnerable populations (Action 2.1.2.a)	Services	33,000	PMU	IC	First Week of April 18	Last Week of April 18	Last Week of April 18	Last Week of April 18	First Week of May 18	End of December 18	Operations Manager/ Admin & Fin
7.	RFP for ToTs to engage CBOs and communities for engaging with duty bearers	Services	20,000	PMU	IC	First Week of May 18	Last Week of May 18	Last Week of May 18	Last Week of May 18	First Week of June 18	End of December 18	Operations Manager/ Admin & Fin
8.	RFP/RPA for building resilience in communities in 1 district in KP (Action 3.1.1.a.b.c & 4.1.1.a.b)	Services	400,000	PMU	RFP	1 st week of April 18	2 nd Week of April	3 rd Week of April 18	Last Week of April 18	First Week of May 18	End of December 18	Operations Manager/ Admin & Fin
9.	IC- Rights Development Expert (Action 2.1.1.a)	Services	20,000	PMU	RFP	Middle of March 18	1 st Week of April	2 nd Week of April 18	2 nd Week of April 18	First Week of May 18	End of December 18	Operations Manager/ Admin & Fin
10	IC- Institutional support consultant to NCHR (2.1.1.1.c)	Services	11,000	PMU	IC	First week of April 18	First Week of April 18	Second Week of April 18	Second Week of April 18	Last Week of April	End of October 18	Operations Manager/ Admin & Fin

11	IC- Development of a model based on lessons learnt, best practices from community based disengagement and rehabilitation model (Action 3.1.1.a,b,c)	Services	25,000	PMU	IC	First Week Aug 18	First Week of Aug 18	Second Week of Aug 18	Second Week of Aug 18	1 st Week of Sept 18	End of Dec 18	Operations Manager/ Admin & Fin
12	IC - Development of Implementation Framework for the approved Human Rights Policy Govt of Punjab and addressing Stigma & Discrimination against Vulnerable Populations (Action 2.1.1a and 2.1.2b)	Services	45,000	PMU	IC	First week of September	Third Week of Sept 18	N/A	N/A	1 st Week of October	End of Dec 18	Operations Manager/ Admin & Fin
13	RFP - National Firm/Institute/Organization for Conducting Three (03) Comprehensive Surveys and one Focus Group Discussion (FGD) (Action 3.1.1b)	Services	35,000	PMU	RFP	First week of Sept 18	Third Week of Sept 18	N/A	N/A	1 st Week of Oct	End of Dec 18	Operations Manager/ Admin & Fin
14	IC - Expert on Integration of Vulnerable & Marginalised Populations in the Education System (Action 2.1.2.a)	Services	60,000	PMU	RFP	First week of Sept 18	Third Week of Sept 18	Maybe (if threshold exceeded)	End of Sept 18	1 st Week of Oct	End of Dec 18	Operations Manager/ Admin & Fin
15	IC - Expert on Integration of Vulnerable & Marginalised Populations (Action 2.1.2.a)	Services	18,000	PMU	IC	Second Week of Sept	End of Sept	N/A	N/A	1 st Week of Oct	End of Dec 18	Operations Manager/ Admin & Fin
16	IC - Senior National Human Rights Training Expert (Action 2.1.1.a)	Services	4,000	PMU	IC	Second Week of Sept	End of Sept	N/A	N/A	1 st Week of Oct	End of Oct	Operations Manager/ Admin & Fin

V. Management Arrangements 2018



VI. Planning, Monitoring and Reporting

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

Timeline /Target Date	Activity	Primary Responsibility
20 October 2017	Prepare draft Annual Work Plan 2018 and budget	Project Manager
Oct 23-03 Nov. 2017	Review of AWP (quality assurance, results orientation and focus, alignment with CCPAP/UNDP priorities, relevance to project objectives, and resource availability)	ACD UNDP and Program Officer
06 – 17 November 2017	Final Review of AWP (quality assurance, results orientation and focus, alignment with CCPAP/UNDP priorities, relevance to project objectives, and resource availability)	SMU - DCD-P
13 November- 01 December 2017	Organize Project Steering Committee to: a) Review of project contribution to results and financial delivery 2016; b) Review and endorsement of AWP 2017	Project Director/ Project Manager
8 December 2017	Submit signed AWP and, where applicable in NIM projects, Letter of Service, to UNDP for final review and signature by UNDP	Project Director/ Project Manager
22 December 2017	All budgets uploaded in ATLAS and KK'd	
15 January 2018	Submit final Annual Progress Report 2017:	Programme Units
30 April 2018	Quarterly Progress Reports, including:	Project Manager
31 July 2018	a) Report on project progress and financial delivery	
31 October 2018	b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation)	

VII. Legal Context

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

Alternative A [where the Implementing Partner is a government agency (NIM) or an NGO/IGO]

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/further to this Project Document.

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

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

[UNDP] [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]² [UNDP funds received pursuant to the Project Document]³ 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.

¹ Use bracketed text only when IP is an NGO/IGO

² To be used where UNDP is the Implementing Partner

³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

ANNEXES

- Annex 1: Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)
- Annex 2: Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project
- Annex 3: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- Annex 4: Cost sharing agreements signed with donors/government (if any)
- Annex 5: Project cooperation agreement signed with NGOs (if any)
- Annex 6: Agreements between the Implementing Partner and Responsible Parties (Government entities, NGOs, etc)
- Annex 7: Terms of Reference for key project personnel should be developed and attached

OFFLINE RISK LOG

(see *Deliverable Description* for the Risk Log regarding its purpose and use)

Project Title: Decentralization & Local Governance					Award ID: 00070684		Date: 17 March 2018		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Security threat against international organization employees	October 2017	Environmental -Security/Safety Operational -Safety being compromised Political -Armed conflict and instability	P = 4 I = 5	UNDSS will be involved for security SOPs and arrangement for project office and staff.	CTA	Project Analyst	October 2017	Assessed
2	Movement of project staff is restricted due to UN Security regulations and protocols	October 2017	Environmental -Security/Safety Operational -Safety being compromised Political -Armed conflict and instability	P = 3 I = 5	UNDSS will be involved for security SOPs and arrangement for project office and staff.	UNDSS	Project Analyst	October 2017	Assessed
3	General elections in 2018 can hamper project activities	October 2017	Political & operational	P=3 I= 3	1 month before the elections the project will cut down on field activities	PME	Project Analyst	October 2017	Ongoing
4	Cooperation from political and bureaucratic leadership	October 2017	Political -Political will Operational -Project delivery is delayed	P = 3 I = 5	Project team will constantly engage with political and bureaucratic leadership to keep them on board with project activities	PMU	Project Analyst	October 2017	Ongoing
5	Lack of political capital for implementation of	October 2017	Political -Political will	P = 3 I = 4	Informal stakeholder forums with	PMU	Project Analyst	October 2017	Ongoing

	18 th amendment at provincial levels due to disconnect between top, middle and lower tiers of political leadership within political parties					participation of different echelons of political parties will be undertaken to deepen understanding and implications of 18 th amendment, and highlight challenges in implementation				
6	Continued low interest and understanding of impact of 18 th amendment among media, civil society, and academia	October 2017	Strategic -Partnerships fail to deliver	P = 1 I = 3		Mobilizing public opinion through engagement of civil society, media and academia is one of the key focuses of the project.	PMU	Project Analyst	October 2017	Ongoing
7	Resistance to transfer of human resource, functions and assets to provinces including AJK, FATA & GB	October 2017	Environmental	P = 4 I = 5		Political leadership is already cognizant of this challenge and the project will contribute to strengthening fiscal federalism in Pakistan through its activities.	N/A	Project Analyst	October 2017	Ongoing
8	Advocacy efforts for devolution of power to local governments and local elections does not gain traction	October 2017	Regulatory: -Critical policies or legislation fails to pass or progress in the legislative process	P = 3 I = 3		Project focuses on capacity building of both mandate and duty bearers to strengthen local governance and local social service delivery.	PMU	Project Analyst	October 2017	Ongoing
9	Lack of capacity (human resource, technical) in counterpart government departments	October 2017	Strategic: -Partnerships fail to deliver Organizational -Project delivery will suffer	P = 4 I = 4		Project will provide technical assistance to support counterpart government departments to address technical gaps.	N/A	Project Analyst	October 2017	Assessed

10	Attempts by federal government to re-take charge of devolved subjects and establish new ministries	October 2017	Political -Lack of government commitment	P=3 I=4	Engagement of political leadership at federal and provincial level will strengthen their oversight of the devolution process.	N/A	Project Analyst	October 2017	Ongoing
11	Lack of clarity of the human rights mandate within the relevant provincial departments	October 2017	Organizational -Project delivery will suffer	P=4 I=3	Project will aim to provide required technical support and assistance in the development and clarity of the human rights mandate, ensuring that human rights aspects continue to be prioritized and adequately resourced within the Government structure	N/A	Project Analyst	October 2017	Assessed
12	Work on human rights related issues is very sensitive	October 2017	Political & Strategic	P=3 I=4	Project will focus on capacity building interventions only with a focus on institutions and departments mandated for protection and promotion of human rights	N/A	Project Analyst	October 2017	Assessed