



## Annual Work Plan 2016

**Project Title: FATA Recovery Programme**

**OP/Country Programme**

**Outcome:**

**OP2/Country Programme Outcome 3.3:**

Vulnerable populations in crisis situations benefit from improved prevention, risk reduction and response (mitigation), and are assisted to reach development goals including MDG targets

**Country Programme**

**Output**

Vulnerable communities, particularly women, affected by crises have access to training, entrepreneurship, livelihoods and community infrastructure.

*(Those linked to the project and extracted from the CPAP)*

**Project**

**Outputs:**

*(Those that will result from the project and are taken from the Project Strategy)*

**Output1.** Recovery and reforms governance mechanisms in place to ensure durable returns and long term stabilization of FATA.

**Output2.** Citizens empowered to promote and participate actively in the rehabilitation process

**Output3.** Access to basic social services (infrastructure of health units, schools, water systems and access roads) expanded in TDP returnees in order to meet the increased demand of target population

**Output4.** Improved livelihoods of TDP returnees (of which at least 30% are women )

**Implementing Partner:**

UNDP

**Responsible Parties:**

UNDP

**Project Brief Description**

The FATA Recovery Programme is designed to support the implementation of the FATA Return and Rehabilitation strategy - FATA Secretariat, approved and launched by Governor Khyber Pakhtunkhwa and FATA. The objective of the project is support the FATA secretariat in the recovery and rehabilitation of the returning Temporarily Dislocation Population (TDPs) through five pillars: i) Rehabilitation of physical infrastructure ii) Strengthening law and order iii) Expanding government service delivery iv) Reactivating and strengthening the economy and v) Strengthening social cohesion and peace building. Under this project, UNDP will seek to increase public confidence in local civilian state institutions in FATA by providing rehabilitation support in target return areas according to needs, promoting community participation (particularly by women and youth) in decision making and implementation of rehabilitation activities such as community infrastructure and livelihoods activities. On the other hand, UNDP will work with the FATA Secretariat to improve the governance of the recovery process and provision of basic services to the returning population including the rehabilitation and reactivation of public infrastructure such as water systems, health units and primary schools. In terms of economic recovery, UNDP will seek to provide training, orientation and placements to returning youth while supporting the reestablishment of the local economy through support to small and medium enterprises.

Programme Period: 2015-2017

Atlas Award ID: 00088875

Atlas Project ID: 00095343

Start date: 01 Jan 2016

End Date: 31 Dec 2016

PAC Meeting Date:

Project Board Meeting Date: 4 Dec 2015

Management arrangement: DIM

2016 AWP budget: 26,272,169

Total resources required 26,272,169

Total allocated resources: 8,258,475

• Regular

• Other:

○ UK (CCSF) 2,882,375 (signed)

○ UK (DFID) 5,000,000 (signed)

○ Japan1 376,100 (signed)

○ Unfunded budget: 18,013,694

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

Agreed by UNDP (CD / DCD-P):

*[Handwritten signature]* 25/11/16

United Nations Development Programme

Annual Work Plan 2016

Project ID: 00095343 Project Title: FATA Recovery Programme

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Quarterly Timeframe				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1 Recovery and reforms governance mechanisms in place to ensure durable returns and long term stabilization of FATA.</p> <p><b>Indicators</b></p> <p>1.1 Extent to which Return and Rehabilitation coordination cells are effectively functional at the FATA Secretariat and Agency levels</p> <p><i>Scale:</i> 1= A very little evidence 2= Little evidence 3= Moderate evidence 4= Consistent evidence</p>	<p>Activity Result 1.1.1 FATA Secretariat's capacities to coordinate, monitor and evaluate R&amp;R strategy implementation strengthened through community participation</p> <p>1.1.1a Establishment of a governance mechanism for the rehabilitation process in FATA (RRU) (15 community meetings)</p> <p>1.1.1 b IT/GIS based monitoring and tracking system developed and functional for FATA recovery and rehabilitation initiatives</p>	<p>RRU functional at agency level</p> <p>System approved and launched</p>	<p>6 community meetings</p> <p>Quarterly update</p>	<p>6 community meetings</p> <p>Quarterly update</p>	<p>3 community meetings</p> <p>Quarterly update</p>	<p>FATA Sec / DOP FATA</p> <p>UNDP</p>	<p>CSSF DFID Unfunded</p> <p>CSSF</p>	<p>LoA with FATA Sect DOP</p> <p>Contract</p>	<p>250,000 100,000 180,000</p> <p>16,500</p>
<p>1.2 No. of agencies with integrated assessment of rehabilitation needs carried out</p>	<p>Activity Result 1.1.2 Integrated assessments of rehabilitation needs conducted</p> <p>1.1.2 a Agency assessment of rehabilitation needs in target areas carried out (4)</p>	<p>1 Agency finalized</p>	<p>1 Agency finalized</p>	<p>1 Agencies finalized</p>	<p>1 Agencies finalized</p>	<p>UNDP</p>	<p>CSSF Unfunded</p>	<p>Contracts</p>	<p>67,500 202,500</p>
<p>1.3 % of community members satisfied with the grievance redress mechanisms</p>	<p>Activity Result 1.1.3 Community members satisfied with the rehabilitation works, community engagement and grievance redressal mechanisms</p> <p>1.1.3 a Grievance redress mechanism established for FATA recovery and rehabilitation initiative</p>		<p>10%</p>	<p>30%</p>	<p>50%</p>	<p>UNDP</p>	<p>CSSF DFID</p>	<p>Contracts</p>	<p>4,200 12,124</p>
<p>1.4 Extent to which RoL reforms unit is effectively</p>									



<p>1.2 0 (FATA agency)  1.3 Assessment to be done to establish baseline  1.4 1 (A very little evidence)  1.5 1 (A very little evidence)  1.6 1 (No advocacy strategy developed)  1.7 0</p> <p><b>Targets</b>  1.1 3 (Moderate evidence)  1.2 4 (FATA agencies)  1.3 At least 15% of the community members satisfied with the grievance redress system  1.4 3 (Moderate evidence)  1.5 3 (Moderate evidence)  1.6 2 (Advocacy strategy presented for approval)  1.7 2 research papers/study report prepared and disseminated</p>	<p>Activity Result 1.1.7  Research studies on FATA prepared</p> <p>1.1.7 a Research papers prepared and disseminated in collaboration with the University of Peshawar, COMSATS Institute of Technology, Institute of management Sciences Peshawar, and selected national think-tanks (2)</p>	1	1			UNDP	CSSF	Contracts	52,500
<p>Output 2  Citizens empowered to promote and participate actively in the rehabilitation process</p> <p><b>Indicators</b>  2.1 Extent to which community structures</p>	<p>Activity Result 2.1.1  The rehabilitation effort will be promoted in collaborative manner with stakeholders</p> <p>Action 2.1.1 a  Strengthened/created 1200 community structures through social mobilization (1200)</p>	160	450	400	190	UNDP/ Implementing partner	CSSF DFID Unfunded	Responsible party agreement	0 50,000 773,247

<p>strengthen through social mobilization</p> <p>Scale:</p> <p>1= No community structures exist</p> <p>2= Community structures exist but weak</p> <p>3= There is evidence that structure is being active</p> <p>2.2 Extent to which development of schemes</p>	<p>Activity Result 2.1.2 Basic services in the TDP return area will be restored through communities</p> <p>Action 2.1.2 a Gender responsive citizens engagement in the rehabilitation of their communities and restoration of basic services in the TDP return areas through schemes (1200)</p>	160	450	400	190	UNDP/ Implementing partner	CSSF DFID Unfunded	Contracts / local suppliers	825,000 833,333 1,242,000
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<p>ensures gender responsive citizens engagement in the rehabilitation of their communities and restoration of basic services in the TDP return areas</p> <p><i>Scale:</i>  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>2.3 % of community members including vulnerable identified for livelihood opportunities</p> <p><b><i>Baseline</i></b>  2.1 2 (Community structures exist but weak)  2.2 2 (To a very partial extent)  2.3 Assessment to be done to establish baseline</p> <p><b><i>Targets</i></b>  2.1 3 (There is evidence that community structure is being active)  2.2 4 (To a significant extent)  2.3 15%</p>	<p>Activity Result 2.1.3 Strengthening local economy by providing livelihood opportunities</p> <p>Action 2.1.3 a Target communities will be identified and later livelihood opportunities to be provided to the host communities (500 grants)</p>	100	100	200	100	UNDP/ Implementing partner	DFID	Responsible party agreement	396,296.33
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<p><b>Output 4</b> Improved livelihoods of TDP returnees (of which at least 30% are women )</p> <p><b>Indicators</b> 4.1) % increase in the number of return population who have a source of livelihoods</p> <p><b>Baseline</b> 4.1 Assessment to be done to establish baseline</p> <p><b>Targets</b> 4.1 15% increase in the number of return population who have a source of livelihoods</p>	<p>Activity Result 4.1.1 Employability and business skill of TDP returnees improved for livelihood</p>									
	<p>Action 4.1.1 a Business management training for 4600 individuals (of which at least 1380 women)</p>	1500	1500	1600		UNDP	DFID Unfunded	LoA and private company	300,000 747,666	
	<p>Action 4.1.1b Provision of business grants to 1000 individuals (of which at least 300 women)</p>		100	500	400		UNDP	DFID Unfunded	LoA and private company	300,000 468333.33
	<p>Action 4.1.1c Vocational training to increase jobs creation 1950 individuals (of which at least 585 women)</p>	500	500	500	450		UNDP	DFID Unfunded	UNDP/IMS	500,000 366,740.7
	<p>Action 4.1.1d Internships provided to 400 youth (of which at least 120 girls)</p>	200	200				UNDP		MCGA	200,000 150,000
	<p>Action 4.1.1e Apprenticeships provided to 50 individuals (of which at least 15 women)</p>		25	25			UNDP	DFID Unfunded	Contract	200,000 499,704
<p><b>Effective Project Management for Implementation of Activities</b></p>	<p>Project Staff and Consultants</p>	Ongoing	Ongoing	Ongoing	Ongoing	UNDP	CSSF, JA, DFID, Unfunded	Salaries	2,410,777	
	<p>Operations</p>	Ongoing	Ongoing	Ongoing	Ongoing	UNDP	CSSF, JA, DFID, Unfunded	Rent, Travel, Security and Equipment	1,000,000	
	<p>a. Financial Compliance of project activities. b. Physical Verification of Infrastructure</p>	Ongoing	Ongoing	Ongoing	Ongoing	UNDP	JA, DFID, unfunded	Financial Audit & Third Party Monitoring	300,000	
<b>Total (all outputs &amp; Management )</b>									<b>23,854,002.36</b>	
<b>GMS</b>									<b>1,946,087</b>	
<b>DPC</b>									<b>472,080</b>	
<b>TOTAL</b>									<b>26,272,169</b>	

## II. Monitoring Plan 2016

(Include all monitoring and evaluation activities/events)

Project ID: 00095343

Project Title: FATA Recovery Programme

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
CPAP Outcome: 3.3 : Vulnerable populations in crisis situations benefit from improved prevention, risk reduction and response (mitigation), and are assisted to reach development goals including MDG targets	Number of affected/eligible populations that have returned to pre-disaster income and production levels within 18 months.	Number of affected/eligible populations that have returned to pre-disaster income and production levels within 18 months.		Project records	Quarterly	Program/Project Staff		
CPAP Output: 3.3: Vulnerable communities, particularly women, affected by crises have access to training, entrepreneurship, livelihoods and community infrastructure.	Number of crisis-affected population (sex disaggregated) with improved livelihoods, economic opportunities and community infrastructure.	20 million affected by floods 2010; 5 million affected by floods 2011; 1.5 million affected by crisis in Federally Administered Tribal Areas; 1.7 million refugees		Project records	Monthly	Program/Project Staff		
Output 1. Recovery and reforms governance mechanisms in place to ensure durable returns and long term stabilization of FATA.	Extent to which Return and Rehabilitation coordination cells are effectively functional at the FATA Secretariat and Agency levels	1 (A very little evidence)	3 (Moderate evidence)	RRU/CRU progress reports, Monthly meeting minutes, Steering committee minutes, Monthly newsletters, Staff onboard	Quarterly	Chief Technical Specialist/National Technical Specialist	2000	FATA Secretariat and authorities supportive of and take leadership of reforms; R&R strategy receives the required resources,
	No. of agencies with integrated assessment of rehabilitation needs carried out	0 (FATA agency)	4 (FATA agencies)	Agency assessment reports	Quarterly	FRP M&E department/Output coordinator	15000	

	% of community members satisfied with the grievance redress mechanisms	Assessment to be done to establish baseline	At least 15% of the community members satisfied with the grievance redress system	Perception Survey reports	Dec-16	Project staff, Implementing partners	10000	commitment and support from Pakistani authorities and development partners
	Extent to which RoL reforms unit is effectively functional with advisory services provided to FATA Secretariat	1 (A very little evidence)	3 (Moderate evidence)	Scope of work defined for each reform advisor, Implementation plans, Roll-out plans	September 216	Chief Technical Specialist/National Technical Specialist	2000	
	Extent to which Strategic Support Unit established and effectively functional with provision of services to government	1 (A very little evidence)	3 (Moderate evidence)	MOU with relevant stakeholders, Monthly reports, Project documents	Monthly/Quarterly	Chief Technical Specialist/Independent Monitors	2000	
	Advocacy strategy developed and presented for approval	1. (No advocacy strategy developed)	2 (Advocacy strategy presented for approval)	Project records (Advocacy strategy, workshop event reports)	Dec-16	Chief Technical Specialist/Consultants	2000	
	No. of research studies and policy papers on FATA prepared and disseminated (e.g. conflict analysis, development issues, reform proposals)	0	2 research papers/study report prepared and disseminated	Research studies reports, Dissemination list	Dec-16	Academia (University of Peshawar, IM Sciences, IM studies etc.), Selected think tank, and project staff	10000	
Output 2. Citizens empowered to promote and participate actively in the rehabilitation process	Extent to which community structures strengthen through social mobilization	2 Community structures exist but weak	3 (There is evidence that community structure is being active)	Project records and progress reports; community organizations records.	Quarterly	Project staff, Implementing partners	3000	Participation of individuals in rehabilitation of their community will build their capacity and lead to social cohesion; FATA Secretariat

	Extent to which development of schemes ensures gender responsive citizens engagement in the rehabilitation of their communities and restoration of basic services in the TDP return areas	2 (To a very partial extent)	4 (To a significant extent)	Project records and progress reports; community organizations records.	Quarterly	Project staff, Implementing partners	3000	and authorities remain supportive of project activities; project staff have regular access to the TDP return areas; security and law and order situation does not deteriorate in the target area; R&R strategy receives required resources, commitment and support from Pakistani authorities and development partners
	% of community members including vulnerable identified for livelihood opportunities	Assessment to be done to establish baseline	15%	Project records and progress reports; community organizations records.	Quarterly	Project staff, Implementing partners	4000	
Output 3. Access to basic social services (infrastructure of health units, schools, water systems and access roads) expanded in TDP return areas in order to meet the increased demand of target population	% of target population with improved access to basic services	Assessment to be done to establish baseline	15% of target population with improved access to basic service	Project records and progress reports; community organizations records.	Quarterly	FRP M&E department/Output coordinator	15000	Schemes rehabilitated by the project will be maintained and will increase access to basic service
Output 4. Improved livelihoods of TDP returnees (of which at least 30% are women)	% increase in the number of return population who have a source of livelihoods	Assessment to be done to establish baseline	15% increase in the number of return population who have a source of livelihoods	Project records and progress reports; community organizations records.	Quarterly	FRP M&E department/Output coordinator	10000	Coaching and placement support will increase chances of training participants to find jobs and increase their income

Perception Surveys	No of households participating in opinion polls and feedback surveys (One baseline and one follow-up survey)	Assessment to be done to establish baseline	2000 households	Perception survey reports	Dec-16	Third party/FRP M&E department/	140,000	Third party and project staff have regular access to the TDP return areas
Third party monitoring	% Ensure effective delivery	N/A	100%	Monthly updates, Quarterly progress reports	Monthly/Quarterly	Third party/FRP M&E department	146,200	

## III Recruitment Plan 2016

Project ID: 00095343

Project Title: FATA Recovery Programme

#	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
	Programme Specialist	International	P3		UNDP	FTA	CTA	Peshawar	March-16	Mar-17
2.	Policy Analyst	National	SB 4/2	30,402	UNDP	SC	Programme Specialist	Islamabad	Jan-16	Dec-16
3.	Policy Analyst	National	SB 4/2	30,402	UNDP	SC	Programme Specialist	Islamabad	Jan-16	Dec-16
4.	Senior GIS Associate	National	SB 3/3	21,530	UNDP	SC	Programme Specialist	Islamabad	Jan-16	Dec-16
5.	Young Professional Officer	National	SB 1/5	9,106	UNDP	SC	Programme Specialist	Islamabad	Jan-16	Dec-16
6.	Young Professional Officer	National	SB 1/5	9,106	UNDP	SC	Programme Specialist	Islamabad	Jan-16	Dec-16
7.	Infrastructure Officers	National	SB4/3	38,160	UNDP	SC	Infrastructure Coordinator	Peshawar	Jan-16	Dec-16
8.	Livelihoods Coordinator	National	SB4/3	38,160	UNDP	SC	NPC	Peshawar	Jan-16	Dec-16
9.	Young Professional Officer	National	SB 1/5	9,106	UNDP	SC	Livelihoods Coordinator	Peshawar	Jan-16	Dec-16
10.	Education Coordinator		SB4/3	38,160	UNDP	SC	NPC	Peshawar	Jan-16	Dec-16
11.	Young Professional Officer	National	SB 1/5	9,106	UNDP	SC	Livelihoods Coordinator	Peshawar	Jan-16	Dec-16
12.	Young Professional Officer	National	SB 1/5	9,106	UNDP	SC	M&E Coordinator	Peshawar	Jan-16	Dec-16
13.	National Governance & Reforms Specialist	National	SB5/3	67,923	UNDP	SC	NPC	Peshawar	Jan-16	Dec-16
14.	Policy Analyst SSU	National	SB4/2	30,402	UNDP	SC	National Governance & Reforms Specialist	Peshawar	Jan-16	Dec-16
15.	Finance Manager	National	SB 4/4	45,917	UNDP	SC	CTA	Peshawar	Jan-16	Dec-16
16.	Operations Officer	National	SB 4/2	30,402	UNDP	SC	Sr. Operations Officer	Peshawar	Jan-16	Dec-16
17.	Communication Officer	National	SB 4/2	30,402	UNDP	SC	CTA	Peshawar	Jan-16	Dec-16

United Nations Development Programme

IV. Procurement Plan 2016

(Include all local and international procurements valued at or above \$ 2,500 envisaged in AWP 2015 – including goods, assets, services and works)

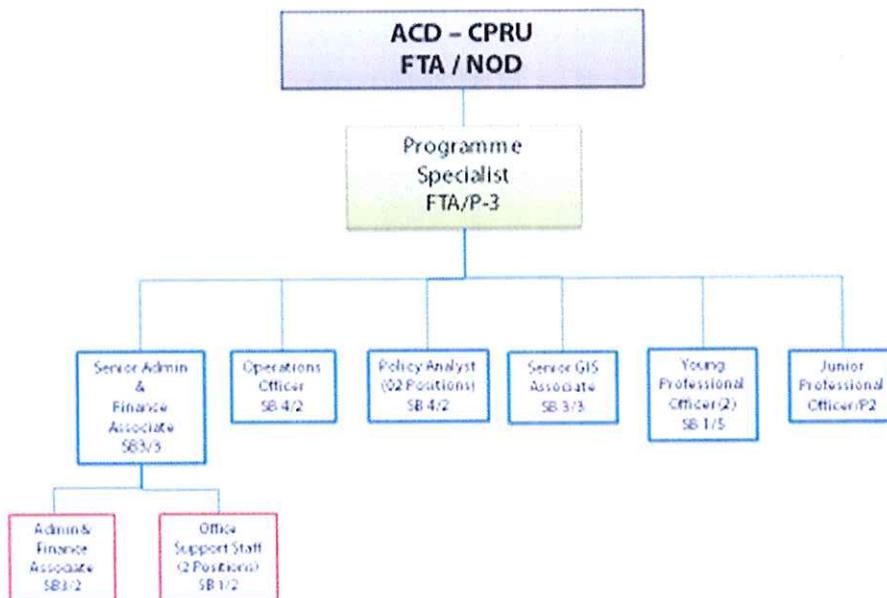
Project ID: 00095343

Project Title: FATA Recovery Programme

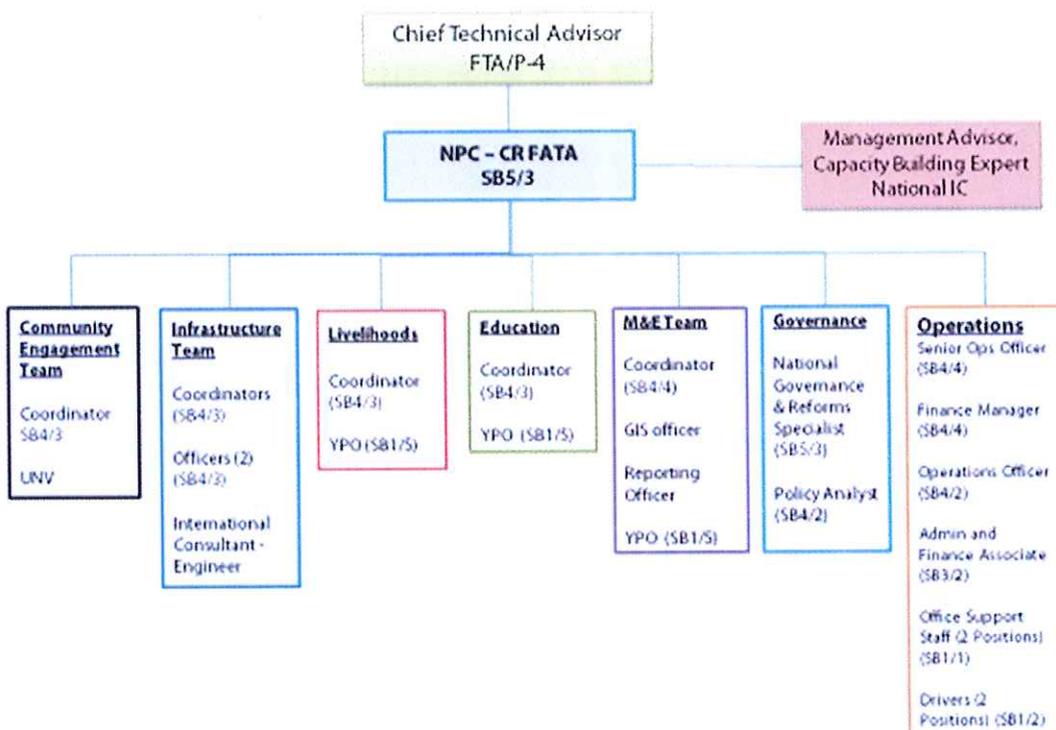
#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/EAD/IP/PMU etc.)	Invitation Type (EFP, RFA, ITB, etc.)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc.)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1.	Analysis of 5 administrative reforms and Development of roll-out plans to implement reforms	Services	160,000	UNDP	IC//MCG	Feb-16	Mar-16		Mar-16	Mar-16	Sep-16	CTA / NPC
2.	Strategic Support Unit established within Governor's Office	Services	83,000	UNDP	IC/SC/Service contracts	Feb-16	Mar-16		Mar-16	Mar-16	Dec-16	CTA / NPC
3.	International tech assistance to SSU	Services	16,666	UNDP	IC	Feb-16	Mar-16		Mar-16	Mar-16	Apr-16	CTA / NPC
4.	Independant monitoring systems and validation of data	Services	66,666	UNDP	IC	Mar-16	Apr-16		Jun-16	Jul-16	Dec-16	CTA / NPC
5.	Advocacy Strategy and advocacy events	Services	160,000	UNDP	IC	Feb-16	Mar-16		Mar-16	Mar-16	Dec-16	CTA / NPC
11	Rehabilitation of 75 damaged priority infrastructure. Health units, schools, water systems and access roads through Private contractors	Works	2,900,000	UNDP	ITB/RFQ/LTA Construction through private firm	Mar-16	Apr-16		Apr-16	May-16	Dec-16	CTA / NPC
13	Equipment, furniture and supplies	Goods	1,000,000	UNDP	RFP/ITB	May-16	Jun-16		Jul-16	Jul-16	Sep-16	CTA / NPC
16	market based Skills/ vocational/ technical training provided to 1950 persons and Technical kits	Services	366,741	UNDP	Service contract	May-16	Jun-16		Jun-16	Jul-16	Dec-16	CTA / NPC
18	Training of trainees (TOT)	Services	499,000	UNDP	Contract	May-16	Jun-16		Jun-16	Jul-16	Sep-16	CTA / NPC
19	IT/GIS-based monitoring and tracking system developed and functional for FATA	Services	200,000	UNDP	Contract	Apr-16	May-16		May-16	Jun-16	Sep-16	CTA / NPC

	recovery and rehabilitation initiatives.											
20	Development of Grievance mechanism in FATA	Services	100,000	UNDP	Contract	Aug-16	Sep-16		Sep-16	Oct-16	Dec-16	CTA / NPC
22	Thuraya Phones	Goods	5,000	UNDP	LTA	Jan-16	Jan-16			Feb-16	Feb-16	Sr. Operations Officer
23	Work Stations (new Staff)	Goods	20,000	UNDP	LTA	Jan-16	Jan-16			Feb-16	Feb-16	Sr. Operations Officer

### FATA Recovery Programme – Islamabad



### FATA Recovery Programme – Peshawar



## VI. Planning, Monitoring and Reporting

Timeline /Target Date	Activity	Primary Responsibility
January 2016	Approval of AWP and LOS by UNDP	ACD UNDP, Chief Technical Specialist
15 March 2016	Organize the Project Steering Committee	Chief Technical Specialist//Programme Specialist
1 April 2016	Submit draft Annual progress report 2015, including project contribution to outcomes, outputs, activities and financial delivery and lessons learned to UNDP	Chief Technical Specialist
1 May 2016	Submit final progress Report 2015 to UNDP	Chief Technical Specialist
15 June 2016	Organize Project Steering Committee ( Mid-year review of project progress and , if needed, revision of the AWP)	Chief Technical Specialist//Programme Specialist
31 October 2016	Annual audit of the project	SMU_UNDP
30 April 2016 31 July 2016 31 October 2016	Quarterly progress reports, including a) Report on project progress and financial delivery 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)	Chief Technical Specialist /Programme Specialist

## United Nations Development Programme

### 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"

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

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

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

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

ANNEXES

Annex 1: Risk log matrix



OFFLINE RISK LOG

(See [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: FATA Recovery Programme						Award ID: 00095343	Date: December 2015		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Security situation (in FATA) limits staff and partners access to project areas, and de-notification pace	December 2015	Operational Organizational	P = 4 I = 2	Compliance with UNDSS security guidance and information sharing with security agencies. Coordination with military authorities for information sharing and security support/advice, including presentation to senior military officials. Work through government counterparts (FATA Secretariat and Political Administration), local partners/NGOs, private sector and community participation to deliver at pace. Engage third party monitoring firm for independent oversight and quality assurance.	Chief Technical Specialist	Chief Technical Specialist	December 2015	Active
2	Administrative hurdles such as delays in issuance NOCs to partners and staff	December 2015	Operational	P = 4 I = 3	Effective liaison and regular coordination meetings with government and security agencies. Joint reviews and approvals by the FATA R&R steering Committee and approval of schemes by local Political Administration.	Chief Technical Specialist	Chief Technical Specialist	December 2015	Active
3	Lack of progress on FATA reforms undermines prospects of this intervention contributing to longer-term development and conflict reduction	December 2015	Political	P=3 I=4	UNDP is working closely with the FATA Secretariat and the FATA Reforms Commission to support the implementation of the FRC's mandate. Also, UNDP will work with parliaments from FATA to push through essential reform legislation and civic and political participation of the people of FATA will be promoted. Resource mobilization efforts are ongoing to expand this effort.	Assistant Country Director	Assistant Country Director	December 2015	Active
4	Duplication of activities with government or other development partners	December 2015	Operational	P = 2 I = 3	Strengthen FATA/RRU's capacity to coordinate among development partners and maintain and publish record of schemes and their progress. Coordination with relevant government line departments. FATA R&R steering committee to include all line departments and other development partners with programmes in FATA.	Chief Technical Specialist	Chief Technical Specialist	December 2015	Active
5	Communities will be reluctant to participate in	December 2015	Social	P=3 I=4	Promote social mobilization techniques which are in line and complementary to traditional practices. Involve tribal elders, maliks and others in the	Community Engagement Coordinator	Community Engagement Coordinator	December 2015	Active

	government-led rehabilitation efforts				planning process to ensure buy-in. Frequent monitoring of the community mobilization efforts and their interest and buy-in in the process.				
6	Fraud or corruption by staff, partners or communities	December 2015	Operational	P = 2 I = 4	Joint risk assessment and assurance activities for Implementing Partners using the UNDG Harmonized Approach to Cash Transfers Comprehensive database and robust M&E system complemented by third party monitoring Beneficiaries' feedback surveys and grievance helpline	Chief Technical Specialist	Chief Technical Specialist	December 2015	Active
7	Transfer of government counterparts in the federal ministries and FATA secretariat may create information gaps on project scope and implantation	December 2015	Operational	P = 2 I = 3	Regular information sharing with federal government ministries to ensure smooth implementation of the project. Formal review and approval of work plans and progress reports by FATA R&R Steering Committee Approval of schemes in consultation with local Political Administration	Chief Technical Specialist	Chief Technical Specialist	December 2015	Active
8	Militancy will continue to be present in the target areas	December 2015	Political	P=4 I=4	While it is probable that militancy will continue at some level in the target communities, project staff will be aware/analyses and asses local dynamics to determine project criticality and continue as much as possible with planned activities. Any major security concerns requiring suspension of project activities will be reported to the donor immediately.	Assistant Country Director	Assistant Country Director	December 2015	Active