Annual Work Plan 2015





Project Title	Early Recovery Preparedness and Recovery Project
CPAP Outcome:	3.1: National, provincial and district capacities to prevent, assess, reduce and manage risks are developed
Expected CPAP Output(s):	Output 3.1: Disaster management institutions at federal, provincial, district and community levels are enabled to undertake gender sensitive preventive and mitigation measures and disaster risk reduction (DRR) is mainstreamed in selected departments and ministries. Indicator:
Expected Output(s):	Output 1: Local Governance capacities for the effective management of TDPs in hosting areas of KP enhanced
	Output 2: Social cohesion fostered between 200,000 TDPs and TDP hosting communities in KP
	Output 3: Access to basic social services expanded in TDP host communities expanded in order to meet the increased demand of target population of 200,000 people
	Output 4: Improved livelihoods of 5,000 people (TDP/host community) of which at least 2,000 are women
	Output 5: Effective project management in KP
	Output 6: Effective Coordination of National recovery response
Implementing Partner:	UNDP
Responsible Parties:	UNDP

Brief Description: The overall project objective is to enhance national preparedness capacities of the country for a robust and effective early recovery response to current and future disasters. Based on the lessons learned, UNDP will support National, Provincial and District authorities to increase their knowledge and preparedness for eventual early recovery responses. At the same time, this project will coordinate UNDP's ongoing Early Recovery Response to the complex emergency in KP/FATA. Under this project, UNDP will seek to provide support to the TDPs and the host communities affected by the large-scale displacement (currently over 300,000 families). The overall objective of this component of the project is to increase community resilience for at least 200,000 people in the TDP hosting areas of KP by strengthening local governance systems, improving social cohesion, expanding access to basic services/infrastructure and promoting improved livelihoods.

Programme Period	2013-2017
Key Result Area (Sti Crisis Prevention & Atlas Award ID: <i>O</i> Atlas Project ID: <i>O</i>	rategic Plan): Recovery <i>0075389</i> <i>0087315</i> Inuary 2015 ecember 2015
PAC Meeting Date: Management Arrar	

2015 AWP budget:	\$5,075,239
Total resources required	\$5,075,239
Total allocated resources:	\$ 5,075,239
Other:	
 Germany 	\$1,045,055
o SDC	\$1,050,000
o Japan (2015)	\$ 2,750,000
 Japan (ERP) 	\$ 230,184
Unfunded budget:	N/A
In-kind Contributions	N/A

Agreed by UNDP (CD/DCD-P)



I. ANNUAL WORK PLAN 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES		TIMEF	RAME				PLANNED BUDGET	
And baseline, associated indicators and annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
Output 1 Local Governance capacities	1.1 TDP tracking and grievance redressal mechanism developed and implemented	Х	х			PDMA/PaRRSA	Germany 00117	LoA consultants	10,000
for the effective management of TDPs in hosting areas of KP enhanced	1.2. Field monitoring capacity of PDMA and District Authorities enhanced in TDP hosting areas	х	х			PDMA/PaRRSA	Germany 00117	LoA PDMA staff/travel	20,000
Indicators: Extent to which the technical assistance provided by the project resulted in improved management of the TDP situation Baseline: UNDP Technical	1.3 Capacity Development of District Authorities to strengthen engagement with the TDP and returnee communities to discuss issues and look for joint solutions	Х	Х	Х	Х	PDMA/PaRRSA	Germany 00117	LoA PDMA staff/travel	10,000
assistance has improved PDMA capacity to track TDP complaints (through call centre) and to monitor the implementation of	1.4 Evidence of impact of FATA TDPs on hosting communities in KP documented	х	Х			PDMA/PaRRSA	Germany 00117	LoA Consultants/travel	20,000
response in Bannu Targets: Wide acknowledgement by Government and donors that UNDP technical assistance has contributed to improved	1.5 Technical Assistance to FATA Secretariat (including FDMA) to manage the returns process and develop the Sustainable Return and Rehabilitation Strategy	X	X			Directorate of Projects, FATA Sect/ FDMA	Germany 00117/Japan 00141	IC/Service contract/equipment	104,000
governance of TDP situation	1.6 Strengthen the Rehabilitation and Reconstruction Unit of FATA Secretariat to implement the rehabilitation process	X	X	Х	X	Directorate of Projects, FATA Sect.	Japan 00141	LoA	150,000

Output 2	2.1 200 community networks created/strengthened to provide a platform for discussion and joint decision making between TDP and host communities	Х	Х	х	Х	NGO/CBO	Japan 00141	MCGA [*]	75,000
Social cohesion fostered between TDPs and TDP hosting communities in KP Indicators: % decrease in the number of communities in target	2. 2 Members of 200 community networks receive training on issues of community interest including community leadership, negotiation and communication skills	X	Х	X	X	NGO/CBO	Japan 00141	MCGA	75,000
areas where disagreements between TDPs and host communities were reported to community networks Baseline: Needs Assessments ongoing to establish baseline for 2015	2.3 Community networks organize at least 300 learning events for the TDP/host community on issues prioritized by the community such as hygiene/ nutrition/ community savings	Х	X	х	x	NGO/CBO	Japan 00141	MCGA	100,000
Targets: 40% decrease in the number of communities in target areas where disagreements between TDPs and host communities were reported to community networks	2.4 Members of the community interested and qualified to be part of the livelihoods support package identified and pre-screened	х	x	x	х	NGO/CBO	Japan 00141	MCGA	50,000
	2.5 Social cohesion activities are identified with the community and prioritized	X	Х	Х	х	NGO/CBO	Germany 00117/SDC 10282	MCGA	38,343
	2.6 Establishment of community centres in 10 prioritized areas in order to facilitate		X	Х	х	Community Organization	Germany 00117	MCGA	100,000

	2.7 Legal assistance is provided to TDP and host community in order to increase awareness of legal rights and provided legal guidance on specific legal issues	Х	X	X	X	NGO/CBO	SDC 10282	MCGA	100,000
Output 3 Access to basic social services expanded in TDP host communities expanded	3.1 60 community infrastructure schemes rehabilitated in order to improve access to services	х	х	x	х	PDMA/PaRRSA	SDC 10282/ Japan 00141	LoA	1,000,000
in order to meet the increased demand of target population of 100,000 people	3.2 100,000 working days created for TDPs and vulnerable host community members	х	х	X	x	UNDP	Germany 00117/SDC 10282/ Japan 00141	LTA UBL	200,000
Indicators: % of target population with improved access to basic services	3.3 Finalization and quality control of ongoing community infrastructure schemes	Х	Х			NGO	Germany 00117	MCGA	95,000
Baseline: Needs assessment ongoing to determine baseline for 2015 Targets: 80% of target population with improved access to basic services	3.4 Third party monitoring of project activities	X	Х	х	X	UNDP	Japan 00141	LTA – monitoring	80,000
Output 4	4.1 Vocational training for 2,000 people	Х	Х	Х	Х	Government training institutes	Germany 00117/SDC 10282	LoA	500,000
•	2,000 people	X	X	X	X	ILO	Germany 00117	LoA	100,000
Improved livelihoods of 1,500 people (TDP/host	4.2 Business management training for 2,000 people	х	Х	Х	Х	UNDP	Japan 00141	Service Contract	350,000
community) of which at least 700 are women	4.3 Employability training for 2,000 people	Х	Х	Х	Х	UNDP	Japan 00141	Service contract	249,011
	4.4 Business coaching for 1,000 micro-entrepreneurs	Х	Х	Х	Х	UNDP	Japan 00141	Service contract	100,000

Indicators: % increase in the number of dislocated population & vulnerable groups in host	4.4 Assets replenishment for 1,000 small businesses	Х	Х	х	Х	UNDP	Germany 00117/ Japan 00141	Service Contract	200,000
community who have a source of livelihoods	4.5 Technical support to strengthen 100 existing small business	Х	Х	X	х	UNDP	SDC 10282	Individual Contract	40,000
Baseline: Needs assessment ongoing to determine baseline for 2015 Targets: 10 % increase in the number of dislocated population & vulnerable groups in host community who have a source of livelihoods	4.6 Apprenticeships for 500 vulnerable youth to increase work experience	Х	Х	X	X	Government training institutes	Japan 00141	Service contract	123,030
Output 5	5.1 Project Field Staff in KP	Х	Х	Х	Х	UNDP	Japan 00141	Salaries	202,437
Effective project management in KP	5. 2 Equipment for KP staff	Х	Х	Х	Х	UNDP	Japan 00141	IT/office equipment	25,000
Indicators: % of project activities carried out according to work plan % of targets achieved Baseline: Targets: 100% of project activities carried out according to work plan 100 % of targets achieved	5.3 Field Operations in KP	X	x	x	X	UNDP	Japan 00141/SDC 10282	Travel/Trainings	92,563
Output 6 Effective Coordination of National recovery response	6.1 National Coordination team	х	Х	х	х	UNDP	Germany 00117/SDC 10282/ Japan 00141	Salaries: Programme Specialist, Project Coordinator, IM/GIS Int UNV, AFA, Cluster Coordination	305,820
Indicators: % of project activities carried out according to work plan % of targets achieved Baseline:	6.2 Technical assistance to National and Provincial authorities on recovery related issues out with complex emergency in KP./FATA	Х	Х	х	X	UNDP	N/A	Technical assistance	0

Targets: 100% of project activities carried out according to work plan 100 % of	6.3 Equipment for National Coordination team	Х	Х	Х	Х	UNDP	Japan 00141	IT equipment	6,000			
targets achieved	6.4 Operations cost for National Coordination team	Х	Х	Х	Х	UNDP	Japan 00141	Rent, travel, DSA, materials, training	65,000			
TOTAL PROGRAMABLE		*****	*****	*****	*****				4,716,400			
TOTAL GMS									358,839			
TOTALISS	*****			*******	*******		***************************************		140,102			
TOTAL BUDGET									5,075,239			

II. MONITORING PLAN 2015

					Data Collection	on Plan		
Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Source/Method of Collection	Schedule/ Frequency	Responsibl e Staff	Resources (\$)	Risks and Assumptions
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: 3.1 : National, provincial and district capacities to prevent, assess, reduce and manage risks are developed	Number of provinces/ districts/villages with early warning systems in place	0	4 districts	Verification of community discussions	Quarterly	M&E Officer	3,000	Training will result in the development of early warning systems
CPAP Output: Output 3.1: Disaster management institutions at federal, provincial, district and community levels are enabled to undertake gender sensitive preventive and mitigation measures and disaster risk reduction (DRR) is mainstreamed in selected departments and ministries. Indicator:	Number of federal, provincial and district DMAs with strengthened capacities, including in relation to mainstreaming gender equality	DMAs recently established and have limited capacities and community engagement	Communities and community institutions in high risk regions with improved disaster resilience	Community network discussions	Monthly	Project Coordinator	3,000	UNDP support to DMA will result in strengthened capacity of both the institutions and the communities
Project Output 1: Local Governance capacities for the effective management of TDPs in hosting areas of KP enhanced	Extent to which the technical assistance provided by the project resulted in improved management of the TDP situation	UNDP Technical assistance has improved PDMA capacity to track TDP complaints (through call centre) and to monitor the implementation of response in Bannu	Wide acknowledgement by Government and donors that UNDP technical assistance has contributed to improved governance of TDP situation	Meetings with government partners and donors	Monthly	M&E Officer	2,000	Government partners will be honest about utility of UNDP support. Donors will be forthcoming with their views

Project Output 2: Social cohesion fostered between TDPs and TDP hosting communities in KP	% decrease in the number of communities in target areas where disagreements between TDPs and host communities were reported to community networks	Needs Assessments ongoing to establish baseline for 2015	40% decrease in the number of communities in target areas where disagreements between TDPs and host communities were reported to community networks	Needs Assessment carried out at the onset of the project. Same questions will be asked in community networks every 6 months to estimate progress.	6 month period	M&E Officer/ Third party monitoring firm	10,000	Increased interaction and engagement of TDP and host communities together with schemes to improve access to services and livelihoods will have a positive impact on social cohesion.
Project Output 3: Access to basic services expanded in TDP host communities expanded in order to meet the increased demand of target population of 100,000 people	% of target population with improved access to basic services	Needs assessment ongoing to determine baseline for 2015	80% of target population with improved access to basic services	Site logbook for every scheme will determine no. of users of the particular scheme.	Weekly monitoring of schemes. Monthly update on no. of people with increased access	M&E Officer/Third party monitoring firm	25,000	Schemes rehabilitated by the project will be maintained and will increase access to basic services
Project Output 4: Improved livelihoods of 1,500 people (TDP/host community) of which at least 700 are women	% increase in the number of dislocated population & vulnerable groups in host community who have a source of livelihoods	Needs assessment ongoing to determine baseline for 2015	10 % increase in the number of dislocated population & vulnerable groups in host community who have a source of livelihoods	Records of training/livelihood s support. Data gathered from community networks	Monthly	M&E Officer/ Third party monitoring firm	15,000	Coaching and placement support will increase chances of training participants to find jobs and increase their income.
Project Output 5: Effective project management in KP	% of project activities carried out according to work plan % of targets achieved	N/A	100% of project activities carried out according to work plan 100% of targets achieved	Quarterly progress reports Quarterly field visits	Quarterly	Project Coordinator	3,000	There will be no further major displacements. Return of TDP to FATA will initiate.
Project Output 6: Effective Coordination of National recovery response	% of project activities carried out according to work plan % of targets achieved	N/A	100% of project activities carried out according to work plan 100 % of targets achieved	Quarterly progress reports Quarterly field visits	Quarterly	Project Manager	2,000	There will be no further major displacements. Return of TDP to FATA will initiate. Extent of flood affected areas will be similar to 2014.

III. RECRUITMENT PLAN 2015

(Include all the recruitments envisaged by the project in AWP 2015 - including national and international staff positions that are vacant or newly created)

#	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.	Project Coordinator	National	SB4/3	28,200	UNDP	SC	National Technical Advisor	Islamabad	1 Jan 2015	31Dec15
2.	IM / GIS Officer	National	SB4/1	21,214.56	UNDP	SC	National Technical Advisor	Islamabad	1 Feb 15	31 July 15
3.	Admin and Finance Associate	National	SB3/2	15,857.16	UNDP	SC	National Technical Advisor	Islamabad	10 Mar 15	09 Mar 16
4.	Driver	National	SB1/2	5,519.16	UNDP	SC	National Technical Advisor	Islamabad	1 Feb 15	31 July 15
5.	National Technical Advisor	National	SB5/1	31,254	UNDP	SC	Programme Specialist	Peshawar	1Feb 2015	31Jan16
6.	Cluster Coordinator	National	SB4/3	36,842.16	UNDP	SC	National Technical Advisor	Peshawar	1Feb 2015	31 July 15
7.	Senior Project Engineer	National	SB4/2	23,081	UNDP	SC	National Technical Advisor	Peshawar	1Feb 2015	31 July 15
8.	M&E Officer	National	SB4/1	23,081	UNDP	SC	National Technical Advisor	Peshawar	1Feb 2015	31 July 15
9.	Social Mobilization and Gender Officer	National	SB4/1	17,962	UNDP	SC	National Technical Advisor	Peshawar	1Feb 2015	31 July 15

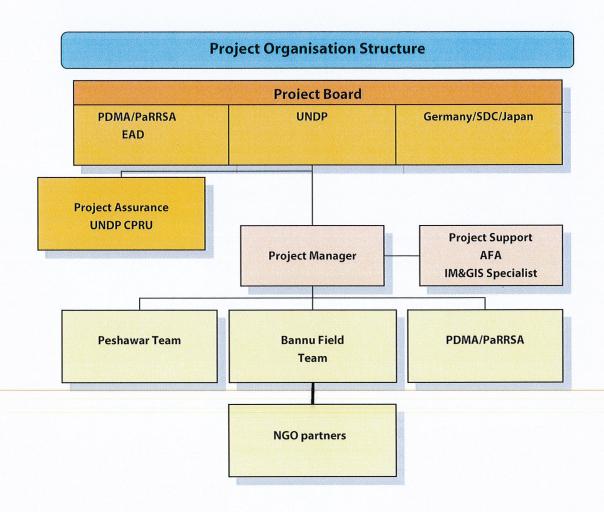
10.	Livelihoods Officer	National	SB4/1	17,962	UNDP	SC	National Technical Advisor	Peshawar	1Feb 2015	31 July 15
11.	IM Associate CoRe Cluster	National	SB3/3	16,790	UNDP	SC	National Technical Advisor	Peshawar	1 Feb 15	30 July 15
12.	Reporting Associate	National	N-UNV	8,000	UNDP	SC	National Technical Advisor	Peshawar	1 Feb 15	30 July 15
13.	IM/GIS Associate	National	N-UNV	8,000	UNDP	SC	National Technical Advisor	Peshawar	1 Feb 15	30 July 15
14.	Social Mobilizer Female	National	N-UNV	8,000	UNDP	SC	National Technical Advisor	Peshawar	1 Feb 15	30 July 15
15.	Driver	National	SB1/2	4,232	UNDP	SC	National Technical Advisor	Peshawar	1 Feb 15	30 July 15
16.										

IV. PROCUREMENT PLAN 2015

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

#	Description	Type (good, service, works)	Estimat ed Budget (\$)	Responsib le party (UNDP/EA D/ IP/PMU etc)	Invitatio n Type (EFP, RFA, ITB, etc)	Announce ment Target Date	Evaluatio n Target Date	Committe e Review (CAP, RACP, etc)	Committe e Review Target Date	Contract Start Date	Contract End Date	Responsib le project staff
1.	Mobile payments through UBL	service	500,000	UNDP	LTA	Completed	Completed Completed Complete		Completed	Completed	Completed	Programm e Specialist
2.	10 x IT equipment	goods	25,000	UNDP	LTA	Completed	Completed	Completed	Completed	Completed	Completed AFA	
3.	2 x IC Consultant FATA Strategy	service	40,000	UNDP	IC	31 Jan 15	15 Feb			20 Feb 15	May 15	Programm e Specialist
4.	Third party monitoring firm	service	100,000	UNDP	RFP	31 Jan 15	15 Feb	CAP	20 Feb	1 March 15	30 Feb 16	Programm e Specialist
5.	RFP for Business and Employability Services	Service	900,000	UNDP	RFP	20 th Mar 15	10 April	CAP, RCAP	15 April	15 April	Jan 16	Programm e Specialist
6.	Furniture Equipment (ERPRP Office in Sub Office Peshawar)	goods	6000	UNDP	LTA	10 Mar 2015	15 Mar 2015	Completed	Completed	Completed	Completed	AFA

V. MANAGEMENT ARRANGEMENTS



> Results of capacity assessment of implementing partner

PDMA/PaRRSA recently underwent a Micro Assessment (report attached). It was rated as "low risk". As such UNDP will proceed to transfer funds to PDMA/PaRRSA for implementation of the activities under the singed Letter of Agreement.

All four NGOs currently engaged as responsible parties through Micro Capital Grant Agreements also have a Micro Assessment. The terms of engagement has been defined following the recommendations of these reports.

> Collaborative arrangements with related projects

The ERPR project will continue to work in collaboration with the UNDP Rule of Law project to provide legal assistance to the TDPs in host communities of KP. The project will also work in collaboration with the Social Cohesion and Conflict Prevention to promote social cohesion in the Districts where the projects are both working for example DI Khan.

> Brief description/summary of the inputs to be provided by all partners

PDMA/PaRRSA will take the lead on ensuring solid coordination between this project and other initiatives coordinated by the Federal, Provincial and District Authorities and will provide the project management team will strategic guidance and advise in this regard. Under the LoA with UNDP, PDMA/PaRRSA will also assume the responsibility to identify and undertake quality community schemes in coordination with the other project stakeholders.

The **UNDP Project Management team** will be responsible for implementing the recommendations of the Steering Committee, preparing and implementing the Annual Work Plan (comprising specific activities as well SMART output indicators and targets). The Project Manager has the responsibility to report regularly on this progress to UNDP and the project stakeholders. In addition, on a quarterly basis the Project Manager is required to prepare a Quarterly Progress Review which is discussed within the relevant programme unit in order to monitor progress, discuss risks and challenges and take remedial action. The project will have a dedicated Monitoring Officer responsible to support the Project Manager in ensuring that activities are being carried out as agreed in the Annual Work Plan. The Project Manager will manage all contracts with third parties and maintain constant communication with them and follow-up on their reporting requirements in order to include these outputs in the overall monitoring framework.

The project management unit will be overseen and guided by the **Crisis Prevention and Recovery Unit**, working under the guidance of UNDP Country Director and Deputy Country Directors. The project management unit will be supported by the UNDP operations units, especially in managing complex procurements, project finances and administrative services.

VI. PLANNING, MONITORING AND REPORTING

The project will follow the following planning, monitoring and reporting cycle during the year.

Timeline	Activity	Primary Responsibility		
/Target Date				
1 November 2014	Prepare draft Annual Work Plan 2015 and budget and present at UNDP annual retreat on 28 November 2014	Project Manager		
11 November 2014	Review of AWP for Quality assurance, alignment with CPAP and UNDP priorities, results orientation and resource availability	ACD UNDP and Program Officer		
30 November 2014	Organise Project Steering Committee to: a) Review of project contribution to results and financial delivery 2014; b) Review and endorsement of AWP 2014	Project Director/ Project Manager		
6 December 2014	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		
6 December 2014	Submit draft Annual Progress Report 2014, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learnt, to UNDP	Project Director/ Project Manager		
13 December 2014	Approval of AWPs and LOS by UNDPs	ACD UNDP and Program Officer		
31 December 2014	Review and provide feedback on the project APR to NPM	ACD UNDP and Program Officer		
31 January 2015	Submit final Annual Progress Report 2014 to UNDP	Project Director/ Project Manager		
28 February 2015	Annual audit of the project	SMU-UNDP		
30 April 2015	Quarterly Progress Reports, including:	Project Manager		
31 July 2015 31 October 2015	 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) 			
15 July 2015	Organise Project Steering Committee (Mid-year review of project progress and, if needed, revision of the AWP)	Project Director/ Project Manager		
30 November 2015	Organise Project Steering Committee to:	Project Director/		
	c) Review of project contribution to results and financial delivery 2015;d) Review and endorsement of AWP 2016	Project Manager		

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 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 1267 resolution (1999).The list can be accessed http://www.un.org/sc/committees/1267/aq sanctions list.shtml. This provision must be included in all subcontracts or sub-agreements entered into under this Project Document.

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 <u>Deliverable Description</u> for the Risk Log regarding its purpose and use)

Project Title: Early Recovery Preparedness and Recovery Project					Award ID: 75389 Date: 12 Decem			: 12 Decembe	r 2015
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Further displacement causes more pressure on social services	Dec 2015	Operational Political	P= 3 I = 4	Work at the same time with FATA Secretariat to create pull factors in FATA	Project Manager	Project Manager	Dec 2015	Active
2	Natural disasters hit already stretched TDP hosting areas	Dec 2015	Environmental	P=3 I= 4	Prepare communities for future disasters by increasing resilience and information on disaster preparedness Mitigation measures in hosting communities Early warning plans	Project Manager	Project Manager	Dec 2015	Active
3	Security situation will not allow access to the project sites	Dec 2015	Operational Organizational	P = 3 I = 4	Work through government and local partners. Engage third party monitoring firm.	Project Manager	Project Manager	Dec 2015	Active