

## Terms of Reference

### DFID Pakistan Sub-National Governance Programme II (SNG II)

#### DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

## 1. Introduction

**DFID contracts Oxford Policy Management Limited (OPML) as Service Provider to implement its Sub-National Governance II Programme (“SNG II”).** SNG II will be a four-year technical assistance programme supporting the Governments of Khyber Pakhtunkhwa and Punjab provinces, as well as local governments, to improve the way they are governed and manage their resources to better deliver for their populations. The programme may potentially include support to other governments – including the federal government – on distinct issues.

This contract is for OPML to act as a management organisation, fund manager, and lead technical assistance provider on the programme. The total budget for services to be provided under this contract will be up to **£31,975,653.56**.

## 2. Context

Changes in Pakistan’s constitution and legislation in recent years have decentralised a number of powers and responsibilities to its provinces, which are now responsible for health and education provision. In some cases, such as in KP, responsibility for service delivery has been further decentralised to local level. Resources given to the provinces from the federal government have also increased, with provincial budgets more than tripling in size from 2010-11 to 17-18.

This rapid decentralisation since 2013 has meant a need to build the systems and capacities of provincial and local governments to undertake their new responsibilities. They need to plan and budget, raise revenue, and spend effectively. The scale of the challenge is significant, with more than 7,500 local governments across the two provinces. Real challenges such as low rates of budget execution and limited revenue raising impact on the provision of services. A new challenge is the merger of the former Federally Administered Tribal Areas (FATA) into KP as regular districts.

## 3. Background on SNG

DFID’s Sub-National Governance programme (SNG) worked between 2013 and April 2018 on a number of these issues, helping districts and provinces begin to plan for, budget and manage their new resources. In addition to the technical assistance which it provided, it also managed a District Innovation Challenge Fund which piloted innovative health and education interventions, rolled out Geographic Information Systems (GIS) to improve planning, supported two Delivery Units, and supported the development and implementation of Right to Information Legislation in both provinces.

Specific results included:<sup>1</sup>

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<sup>1</sup> For further information on SNG including a compendium of technical reports and Annual Reviews, we would encourage tenderers to refer to Development Tracker (<https://devtracker.dfid.gov.uk/projects/GB-1-202367/>) and the SNG website at [www.pk-sng.org](http://www.pk-sng.org).

- Increased budget allocations in health and education in 12 districts through better needs based assessments and output based budgeting, with potential benefits for 25 million citizens; in Punjab there was an overall 19% and 37% increase in financial transfers respectively. A next step will be ensuring that these allocations are spent efficiently.
- Finalisation of rules of business, budgeting and other key functions for the new local governments in Khyber Pakhtunkhwa, which enabled the timely release of devolved development expenditure (30% of total development expenditure for the province) to all districts;
- Geographic Information Systems (GIS) units are operational in districts in both provinces, helping government to base its planning on more robust data;
- A taxation survey which successfully led to the identification of 25,000 additional taxpayers in Punjab.

SNG achieved some strong successes (see the Programme Completion Review) and came to be regarded well by government stakeholders, but governance reforms take time. SNG II will continue some of the work of SNG but scale up in ambition – working in more districts, strengthening links with other programmes, and prioritising sustainability and poverty alleviation.

#### 4. Objective

The objective of the programme is to further strengthen Pakistan's public financial management and planning systems, to raise more revenue and allocate money to improve basic services for the poor and excluded.

At an **impact level**, the programme shall contribute to the high-level objective of helping Pakistan to consolidate its democracy, prioritise economic growth and reduce poverty.

- At an **outcome level**, the programme will improve government's management of its public finances and thereby the provision of basic services for the poorest, and the most vulnerable, including women, girls and people with disabilities.
- At an **output level**, the programme will work across four themes, all aimed at getting the right systems and resources in place for the effective functioning of government and the delivery of services. These are:
  - **Planning and reform**, helping improve the way government plans for carrying out its functions so resources are allocated based on need, and helping to get the most efficient and effective government systems and structures in place.
  - **Budgeting and transparency**, helping provincial and local governments manage their resources better, including better budget allocation and spending that reflects them, and to become more transparent, making it easier for citizens to hold them to account.
  - **Fiscal space**, helping government generate and free up more resources which can be utilised for the delivery of services.
  - **Innovations**, piloting and scaling up innovative approaches to improving evidence based policy making and planning, governance, and action-oriented research.

Component details are described below and a theory of change can be found in the attached Business Case.

#### 5. The Recipient

The primary recipients and direct beneficiaries will be the Pakistani government officials and regional/district departments. The indirect beneficiaries will be users of services in the provinces, which have a total population of 140 million people. District-level indirect beneficiaries will depend on the exact districts and local governments selected but are estimated based on average size to be around 24 million people.

## 6. Scope of work

The Service Provider will be responsible for the delivery of effective short and long term technical assistance; the management of two funds (the Challenge Fund and Action Research Fund); effective technical, and programmatic engagement with government, other relevant stakeholders and DFID; effective communications, knowledge management, risk management, financial management and monitoring and learning.

### 6.1. Geographical location

The programme's activities will take place in Pakistan's provinces of KP and Punjab and potentially in other areas as relevant to the programme's scope. It is possible that lesson-learning events, for instance, may take place elsewhere - such as in Islamabad and that there may be some engagement with the federal government and other provinces.

The programme is expected to work in comparatively more districts in KP, where local governments have more fiscal autonomy (although the average district size difference is such that the number of beneficiaries in each province may not be dissimilar and this may alter depending on the speed of roll-out of the planned local government system in Punjab). The exact number of districts is to be decided during the inception phase, but the anticipation is that the programme works in at least 18 districts. Districts will be selected on the basis of factors including poverty rates, geographic spread, access and capacity levels. The Service Provider should expect to remain flexible in where it is operating during implementation in order to adapt to the changing decentralisation context.

For instance, there may later be some activities in support of the fiscal and administrative merger of the former Federally Administered Tribal Areas (FATA) – now the tribal districts of KP – into KP province. DFID is beginning delivery of a new programme in support of this merger through the UN but given that SNG II will hold significant technical expertise on financial and planning matters and have a day-to-day relationship with the government of KP (P&D and Finance departments in particular) there may be a role for the programme to support the integration process. This will be explored in more detail during inception.

### 6.2. Activities

The table below sets out the main activities to be conducted under this programme and anticipated budgets by output. The Business Case contains more detail on prospective areas for support.

	Anticipated Activities	TOTAL forecast at time of tender (£m) <sup>2</sup>
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<sup>2</sup> This is included as an indicative potential total.

<b>Output 1</b> [Planning and reform]	<p>Technical assistance in support of institutional reform such as conducting institutional and functional analyses and related reforms, supporting development of evidence-based strategies and equitable plans.</p> <p>Specific activities may include support to PFM Reform Strategy implementation, Technical Assistance in relation to Annual Development Plan preparation, and potential technical assistance to provincial Delivery Units.</p>	<b>8.5</b>
<b>Output 2</b> [Budgeting Transparency]	<p>Technical assistance to improve public financial management at provincial and local levels, to improve transparency and accountability of government budgeting and spending and increase budget utilisation.</p> <p>Specific activities will include fostering links with demand side programmes, technical assistance to local governments in budget preparation and execution, support in improved PFM transparency e.g. production of citizens' budgets and publication of budget execution data, engagement on provincial-local resource allocation (e.g. Provincial Finance Commission formula). The programme also is also likely to work on emerging issues such as climate finance transparency, and climate sensitive budgeting.</p>	<b>9</b>
<b>Output 3</b> [Fiscal space]	<p>Technical assistance to help increase fiscal space through efficiency savings and enhanced revenue generation.</p> <p>Specific activities may include undertaking analytical exercises aimed at freeing public resources, such as payroll audit and debt analysis, institutional strengthening of revenue authorities, in addition to – in coordination with the World Bank – supporting an increase in own-source revenue generation.</p>	<b>8.5</b>
<b>Output 4</b> [Innovative approaches]	<p>Management of a new thematic Innovation Challenge Fund and an Action Research Fund to support innovative approaches to improving the functioning of government,</p> <p>The Innovation Challenge Fund will account for the majority of this component in financial terms. The Business Case describes the functioning of the Challenge Fund in more detail but it will likely feature thematic rounds (e.g. revenue, planning, transparency). The Service Provider will be responsible for fund advertisement/solicitation of proposals, grant management and knowledge management.</p> <p>The Action Research Fund will be a small fund under which the Service Provider will be responsible for commissioning discrete pieces of actionable research to inform policy or programming and to strengthen the evidence base for the issues on which the programme is working.</p>	<b>8</b>
<b>Total</b>		<b>34</b>

## 7. Constraints and dependencies

The Service Provider's activities will depend in part on the timing within the budget year and electoral cycle (i.e. budget preparation will clearly be frontloaded within the fiscal year, whilst there may be a slow-down in support during future election periods).

Some areas of support may be dependent to some degree on collaboration with other entities such as the selected Service Providers under AAWAZ II and SEED, and the World Bank. The nature and timing of support to local government will depend on factors including the planned roll-out of a local government system in Punjab, and planned changes to the system in KP.

## 8. The Requirements

### 8.1 Inception Phase Requirements

During the inception phase (4 months long), the Service Provider will be responsible for the below activities:

- Establishment and set up of office(s) including procurement of relevant supplies – tenderers to propose locations for offices.
- Recruitment of qualified staff including a combination of national and international, short term and long term technical specialists in a range of areas.
- Drafting of a costed work-plan for the implementation phase, disaggregated by quarters;
- Drafting of a detailed budget for full implementation period, disaggregated by quarters, including breakdown of inputs, fees, expenses and linked to outputs in the logical framework.
- Development of the detailed operating procedures and systems necessary for the management of the Challenge Fund.
- Collaborative development of an implementation logframe including baselines, indicators (including at outcome level) and milestones.
- Development/finalisation of the programme's Monitoring Evaluation and Learning (MEL) approach
- Development of other strategies – including sustainability/institutionalisation, communications, gender and conflict sensitivity.
- Establish mechanism of engagement with other programmes (SEED, AAWAZ II).
- Agree with Pakistan government and DFID the districts in which the programme will deliver based on objective criteria.
- The Service Provider will be expected to establish relationships with government during the inception phase and begin some technical delivery.

The Service Provider will produce a final inception phase report by the end of the inception period (by the end of October 2019), to be approved by DFID, and monthly short narrative reports detailing progress against the above activities.

The Service Provider performance will be assessed in terms of effectiveness during the **DFID Annual Reviews using DFID Strategic Relationship Management mechanisms**, as appropriate. The Service Provider performance and the programme progress/effectiveness will be formally monitored on a quarterly basis by means of financial and narrative progress reports and as part of the DFID Annual Review process. All payments to the Service Provider will be linked to the performance levels and delivery of results (see below).

### 8.2 Implementation Phase Requirements

During the Implementation phase the Service Provider will be responsible for the below activities:

- Day-to-day engagement with governments (provincial and local) on the topics of concern to the programme, such as public financial management, including understanding needs and using this understanding to inform work-plans. The primary provincial counterparts are expected to be Finance Departments and Planning and Development Departments, but others are likely to include Tax and Excise, Local Government, and provincial Revenue Authorities. At local level the main counterparts will be finance, planning and service delivery officials in local government departments. There may also be a need to engage broader stakeholders, such as political figures (e.g. members of Public Accounts Committees or district nazims, Right to Information Commissioners, ombudsmen, audit institutions).
- Providing specialised technical assistance (largely to the above bodies) both as 'sit-in' longer term engagement and ad-hoc support including both national and international expertise. This will include supporting government to carry out assessments and analytical studies, formal and on-the-job

training, developing new manuals and business processes. More detail on likely areas of technical assistance is provided below and in the Business Case.

- Undertaking detailed monitoring and reporting (see below).
- Proactively monitoring and managing risks; including a zero-tolerance approach to fraud and corruption.
- Knowledge management, including organising learning and lessons dissemination events on relevant topics during the programme, and devising and implementing an effective Communications Strategy to maximise the programme's impact beyond its districts and provinces where possible.
- Engagement with DFID on a regular basis on programme delivery and financial performance (and organisation of quarterly provincial steering committees) and coordination with other third parties (e.g. World Bank and other development partners).
- Management of two funds (with DFID oversight) – the Action Research Fund and Innovation Challenge Fund. This will include advertisement of funding rounds (the topic of each round will be determined by DFID), financial and project management of the grants, and support to lessons learning and institutionalisation/scale-up of successful pilots.
- Fostering collaboration with other programmes, particularly AAWAZ II and Sustainable Energy and Economic Development (SEED) (see below) and connecting supply and demand side interventions.
- And any other such tasks as deemed appropriate by DFID as relevant to the subject matter of the programme as stated in the Business Case.

## **9. Skills and Competency Requirements**

The Service Provider must comply with the following requirements:

- The proposed team must be experienced in working on long-term governance reforms, particularly at sub-national level, and preferably in Pakistan and/or similar complex contexts
- Service Provider must have access to specialised technical expertise covering the scope of this contract (PFM, planning, institutional diagnostics and reforms, undertaking change management and reform initiatives, revenue, accountability etc.)
- Service Provider must possess Technical expertise in demand side of governance in order to work with other DFID programmes
- Understanding of the political economy of PFM and local government reform in the KP and Punjab contexts and/or similar complex contexts
- Service provider must be experienced in establishing and maintaining strategic and operational partnerships with government departments undergoing reform and change
- Service Provider must have proven track record in successfully managing challenge funds
- Ability to build and maintain strong partnerships with the Government, UN, World Bank, civil society and local NGOs
- Ability to draw on local expertise and make alliances with national institutions
- Service Provider must possess Monitoring & Evaluation expertise in capturing qualitative and quantitative results
- Service Provider must have access to geographical areas where the programme operates.

## **10. Deliverables**

The programme's results framework will be agreed collaboratively during the inception phase. The Business Case notes a number of possible indicators which could include:

- % of development budget linked to wider strategies increases by X

- Variance between original and revised budgets reduces by X
- % increase in own source revenue
- Evidence of wider uptake of lessons from challenge fund activities
- Improvement in legislative understanding of and involvement in budget making process

There will also be number of ad-hoc written deliverables, such as technical and research reports expected in addition to the quarterly narrative reports.

## 11. Value for Money (VfM)

The VfM framework will be finalised and agreed during the programme's inception phase, and is likely to include some of the following indicators. The Service Provider's quarterly reports must contain reporting against the VfM following indicators.

<b>Economy</b>	Unit cost of inputs and outputs (such as average unit cost of the Technical Assistance by type)
	Unit costs of majority of outcomes (directly attributable only)
	Trends in costs of significant operating items
<b>Efficiency</b>	Overhead cost vs. overall programme cost
	Savings through management process efficiency
<b>Effectiveness</b>	Institutional capacity of government departments in public finance
	Improvements in Provincial Open Budget Index (OBI) scores
	Increased provincial resources to finance basic services
	Strengthened Provincial Planning Process (% of development budget linked to costed sector strategies or medium term development frameworks or economic growth strategies)
	Districts budgets are demand based and executed as planned (% of budgets adjusted to respond to needs and execution remains in line with these plans)
	Services improvement pilots are evaluated and successful pilots are adopted by the government
<b>Equity</b>	% of women/minority/excluded specific projects included in the development budget which are needs based
	% of People With Disabilities (PWD) benefited through various interventions (sex disaggregated)
	% of religious minorities benefited through various interventions

## 12. Contract Duration

The contract will be awarded for 4 years with the option to extend the programme by up to an additional 12 months (subject to ministerial approval)

The contract duration will be subject to satisfactory Service Provider's performance and DFID's decision to continue with the SNG II programme.

The contract will be subject to formal review points after the four-month inception phase when an inception report is agreed, at the midway point of the contract at the end of Year 2, after the mid-term evaluation is completed in 2021.

The contract will have provision for variation to adapt to changes that occur during the life of the programme. Following DFID reviews, DFID shall reserve the right to scale the requirement up or down over its lifetime to include potential changes to programme scope and geographical reach and contract value (where appropriate). Any such changes will be fully communicated to the Supplier and implemented in accordance with the terms and conditions and procurement regulations.

### 13. Accounting/Auditing

The contract will be subject to a hybrid performance related payment model. During the inception phase payments will be made on a hybrid basis, with 50% of fees linked to Inception outputs and 50% paid on an input basis. Expenses will be paid on actuals. During Implementation phase, Payment will be made monthly, with expenses reimbursed on actual expenditure and fees paid on a hybrid basis, with % of fees linked to KPI's which will be paid biannually. The % has been proposed by OPML as a part of the commercial proposal and was evaluated/scored under the commercial criterion C8 Fees put at risk against KPI's.

The Service Provider will appoint the Pakistani office of an international audit firm, acceptable to DFID and a State Bank of Pakistan approved auditor, to conduct annual audits of its accounts and those of downstream partners. All audit reports must be shared with DFID.

### 14. Monitoring, Reporting and Performance Management Requirements

The Service Provider is responsible for:

- a. Developing and implementing a detailed **Monitoring, Evaluation and Learning (MEL) framework** linked to the logframe milestones and targets, describing data requirements, data sources, data collection and analysis. This includes suggesting outcome level indicators.
- b. The MEL framework will also detail how data captured will iteratively inform ongoing and future programming through suggesting changes to work-plans, approaches, and indicators.
- c. Monitoring progress against the logframe at all levels (activity, output, outcome) through data collection (mixed methods detailed in the MEL framework).
- d. Providing DFID with **accurate quarterly narrative reports** linking inputs to outputs and results and producing **quarterly financial reports** to be shared directly with DFID.
- e. Summarising key financial information before each Annual Review mission including providing an **assessment of value for money** based on the agreed VfM framework. Undertaking a short 'self-assessment' prior to the Annual Review or Programme Completion review including ensuring that the logframe is completed.
- f. Managing risk including keeping and reporting against an agreed programmatic risk matrix.

The Service Provider is to ensure robust and rigorous programme monitoring and evaluation to ensure that programme reviews and evaluations are independent and objective. The Service Provider will be responsible to ensure that any downstream or consortium partners collect the information needed to assess the effectiveness, efficiency, cost-effectiveness and value-for-money of the programme, and provide training to them as necessary.

There will be formal DFID annual reviews against the logical framework and risks, and quarterly monitoring meetings. Update meetings will be held every six weeks during the inception phase. DFID is responsible for conducting the annual reviews. There will be a mid-cycle and an end of programme evaluation undertaken by a third party, which DFID will commission.

## 15. Other Requirements

**Sustainability.** A vital aspect of SNG II will be maximising the probability of sustaining into the medium or long term the improvements made under the programme. The programme must have a specific strategy for institutionalisation and sustainability which should be utilised for every activity it delivers.

**Technical excellence.** A key capability for the Service Provider will be combining understanding of international best practice with regard to Public Financial Management and local/sub-national governance with a deep and continually updated understanding of the specific Pakistani context, together with an appropriately flexible approach allowing shifts in delivery.

**Coordination.** The programme will need to coordinate with the DFID AAWAZ II voice and accountability (i.e. demand side) programme, also with DFID provincial sector programmes on health and education – Provincial Health and Nutrition Programme (PHNP), Punjab Education Sector Programme (PESP) and KP Education Sector Programme (KESP). Once it has started, coordination will also be required with the new Sustainable Energy and Economic Development (SEED) programme recently approved by the Secretary of State.

With regard to AAWAZ II this is likely to include coordination on district selection and most likely one or more shared indicators. There will be a further need to coordinate with other international partners, notably the World Bank.

**Equity.** A key principle for the Service Provider to follow is equity. There should be consideration of how technical assistance can be best used to improve equity in public resource allocation and management and support the poorest and most marginalised.

**Monitoring, evaluation and learning.** A deficiency in SNG I was the challenge in measuring the outcome level indicators. The Service Provider must give consideration to how best the program can validate its theory of change. Further it should articulate an intended approach to research, learning and knowledge management during the inception phase. The Service Provider should consider the most appropriate data sources and means of collection for measuring different indicators – likely to include a range of methods.

## 16. DFID co-ordination

The Senior Responsible Owner (SRO) of SNG II will be the Senior Governance Adviser/Team Leader, supported by two other Governance Advisers focused on Punjab and KP respectively overseeing the programme delivery in these provinces from a technical perspective. A DFID programme manager and programme officer will oversee the service delivery from a programme management perspective.

Steering committees in each province will comprise senior members of the provincial teams, DFID, and government stakeholders. These will be responsible for approving major programmatic decisions and the work-plans for the next quarter. The DFID team will retain day-to-day technical oversight of programmatic interventions.

## 17. Duty of Care

The Service Provider is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

DFID will share available information with the Service Provider on security status and developments in country where appropriate. DFID will provide the following:

- All Service Provider Personnel will be offered a security briefing by the British Embassy/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.
- A copy of the DFID visitor notes (and a further copy each time these are updated), which the Service Provider may use to brief their Personnel on arrival.

The Service Provider is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Service Provider must ensure they (and their Personnel) are up to date with the latest position.

The Service Provider is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The Service Provider must ensure their Personnel receive the required level of training.

This Contract requires the Service Provider to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm>. The Service Provider should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).

This Contract requires the Service Provider to operate in conflict-affected areas and parts of it are highly insecure. Travel to many zones within the region will be subject to travel clearance from the UK government in advance. The security situation is volatile and subject to change at short notice. The Service Provider should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).

OPML confirmed their acceptance of responsibility and supported with evidence of Duty of Care capability that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

## 18. Due Diligence

Prior to signing the contract, **DFID will carry out a full due diligence** on the Service Provider to ensure that sufficient controls and systems are in place to deliver agreed results and to mitigate the risk of fraud.

## 19. Fraud and Corruption

Safeguarding taxpayers monies from fraud and corruption are of utmost importance. The Service Provider is responsible for providing assurances to DFID that **it will carry out due diligence on its sub-contractors and grantees** prior to commencement of this contract.

## 20. Safeguarding

DFID's aim across all its programming is to avoid doing harm by ensuring that their interventions do not sustain unequal power relations, reinforce social exclusion and predatory institutions, exacerbate conflict, contribute to human rights risks, and/or create or exacerbate resource scarcity, climate change and/or environmental damage, and/or increasing communities' vulnerabilities to shocks and trends. DFID seek to ensure their interventions do not displace/undermine local capacity or impose long-term financial burdens on partner governments, therefore, require partners to lead and robustly consider environmental and social safeguards through its own processes and to live up to the high standards in safeguarding and protection which DFID requires.

OPML is required to produce a robust risk analysis ahead of implementation, including setting out mitigating safeguarding measures. A clear reporting and whistle blowing procedure to ensure reporting of any cases of misconducted to DFID should be put in place.

## **21. UK Aid Branding**

Not all deliverables will be explicitly UK Aid branded, however for published items such as research and analysis products this will be determined on a case-by-case basis. Workshops and larger conferences organised through the programme will likely have UK Aid branding. The Communications Strategy, to be discussed with and approved by DFID, will detail policy and expectations regarding how different programme elements will be branded.

## **22. General Data Protection Regulations (GDPR)**

Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in App A and the standard clause 33 in section 2 of the contract.

**Additional Information Documents:**

Annex A SNG II Business Case

Annex B SNG PCR - SNG I Project Completion Review

**ANNEX 1 Duty of Care Risk Matrix for Sub-National Governance Programme II (SNG II)**

Theme												
Province	Punjab						Khyber Pakhtunkhwa					FATA
	Sheikhupura	Hafizabad	Bahawalpur	Sahiwal	Vehri	Mandi Bahuddin	Swabi	Nowshera	Haripur	Karak	Buner	Dera Ismail Khan
Overall Rating*	3	3	2	3	3	3	3	3	3	4	3	4
FCO Travel Advice	2	2	2	2	2	2	3	3	3	4	3	4
Host Nation Travel Advice	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Transportation	4	4	4	4	4	4	4	4	4	4	4	4
Security	4	4	4	4	4	4	4	4	4	4	4	4
Civil Unrest	2	2	2	2	2	2	2	2	2	4	2	5
Violence/crime	3	3	3	3	3	3	3	3	3	4	3	4
Terrorism	5	5	5	5	5	5	5	5	5	5	5	5
Conflict (war)	2	2	2	2	2	2	2	2	2	3	2	5
Hurricane	2	2	2	2	2	2	2	2	2	2	2	2
Earthquake	3	3	3	3	3	3	4	4	4	4	4	3
Flood / Tsunami	2	2	2	2	2	2	2	2	2	2	2	2
Medical Services	3	3	3	3	3	3	3	3	3	3	3	4
Nature of Project Intervention												

\*Overall Project/ Intervention Summary Risk Assessment Matrix April 2018

<https://ec.vault.dfid.gov.uk/otcs/cs.exe/open/31938524>