



SPECIAL OPERATION PAKISTAN SO 200707
“Logistics Capacity Development in Support of the National Disaster Management Authority in Pakistan”

Country:	Pakistan
Type of project:	Special Operation
Title:	“Logistics Capacity Development in Support of the National Disaster Management Authority in Pakistan”
Total cost (US\$):	US\$ 9,666,690
Duration:	2 years (1 July 2014 – 30 June 2016)

Executive Summary:

1. In Pakistan, natural disasters, occurring at both greater frequency and with increasing intensity, contribute to low economic growth. In 2010, heavy monsoon rains triggered devastating floods in Pakistan resulting in nearly 2,000 deaths, destruction of homes, population displacement, diminished food security, loss of livelihoods and damage to public infrastructure on an unprecedented scale. Nearly 20 million people were affected. The extent of the destruction in 2010, and in subsequent years, critically demonstrate the importance of disaster risk management at all levels - district, provincial and national – to prepare for and respond to future crises and the need to strengthen emergency disaster response capacity by introducing basic infrastructure, previously lacking, for an effective and coordinated humanitarian response.
2. Recognizing the scope of humanitarian and development challenges, in particular the risk and impact of natural disasters, the Government of Pakistan (GoP), informed by the 2012 Disaster Risk Management Report¹, the National Disaster Management Authority (NDMA), developed a 10-year National Disaster Management Plan (NDMP), as an official, national guideline for comprehensive disaster risk reduction and management in Pakistan.
3. Under the National Disaster Management Plan, the government identified initiatives for its effective implementation, and requested WFP’s support in the development of a strategic warehouse network in the country to enable preparedness and timely response in the disaster prone regions, aiming to help reduce the economic, social and environmental burden of disasters, and the inevitable human suffering which accompanies it.
4. Originally initiated in 2011 under SO 200181, the project expanded its scope and focus, at the request of NDMA, to include the design and construction of a network of strategic Humanitarian Response Facilities (HRFs), to support the Government of Pakistan’s ‘National Disaster Management Plan’ and jointly implemented with Provincial Disaster Management Authorities (PDMAs).
5. With this new Special Operation, WFP, in partnership with the government, aims to continue the work, until completion, of this key, comprehensive and active network of facilities across Pakistan for pre-positioning of emergency response and relief supplies and ultimately, with WFP’s support, enhancing the government’s management of and response to natural disasters.

¹ Disaster Risk Management Needs Report 2012, National Disaster Management Authority, Prime Minister’s Secretariat, Islamabad, Pakistan

6. WFP's continued engagement in the development of the HRFs under proposed SO 200707 is in the strategic and operational interests of WFP Pakistan. This SO is aligned with Objectives 1, 2 and 3 of the new WFP Strategic Plan (2014-17)², and supports the ongoing assistance activities of the Pakistan PRRO 200250.
7. This Special Operation will have a duration of two years at a total estimated cost of US\$ 9,666,690.

Project Background

8. The Government's disaster management efforts are led by the National Disaster Management Authority (NDMA). NDMA's goal to build a network of warehouse structures for emergency response call for designing and building medium to large scale storage facilities in all provinces and smaller warehouses with capacities of up to 300 mt in the fifty most disaster-prone districts for emergency response. Embedded in NDMA's National Disaster Management Plan is the establishment of a national emergency response system, which calls for the government to:
 - a. Establish and strengthen warehouse or stockpiling system for storing food, medicine, relief supplies and rescue equipment at strategic locations.
 - b. Enhance emergency response capacities, such as emergency operation centers, civil defense and urban search and rescue teams in major cities.
 - c. Establish a robust communication system and efficient transport and logistics mechanism to be used during emergency situations.
 - d. Develop and implement emergency response plans in relevant ministries and departments at federal, provincial and district levels.
 - e. Establish a National Disaster Management Fund to enable the federal government to organize emergency and response effectively.
9. Thus, the HRF project is aligned with the NDMP as one of the initiatives formulated to implement the National Disaster Management Framework (NDMF), which articulates the Government's commitment to emergency preparedness and response.
10. Between 2011 and the present, WFP, to address significant limitations in contingency planning and emergency response, established the HRF project, initially slated for only three strategically located humanitarian response, at the request of, and in partnership with the government. However, this was revised and expanded to nine³ locations with the aim to give better operational controls to the provincial disaster management authorities and to provide nationwide geographical coverage. The project is designed to provide strategically located logistics hubs capable of storing, handling and consolidating humanitarian material for distribution in disaster-affected areas. The locations were selected jointly by the government and WFP on the basis of evidence from previous natural disasters, population centers, and with a view to most effectively enhancing emergency preparedness and response capabilities.
11. A Memorandum of Understanding (MoU) between WFP and the GoP was signed in February 2012. Under the terms of the MoU, WFP would continue to assist the GoP/NDMA with the construction of eight fully operational humanitarian response facilities which include warehouse facilities for food and non-food items, temperature controlled warehousing for high-value, perishable nutritious food items and medical equipment, staging and operational areas. Each facility will provide between 3,000 and

² SO 1 – Goals 1, 3; SO 2 – Goal 2; and SO 3 – Goals 2, 3

³ Plans for the ninth HRF have been suspended due to lack of support from the government on the location. Eight HRFs are now being planned for this SO.

5,000 mt of warehousing capacity. WFP would provide the associated equipment, technical expertise and training to NDMA/PDMA staff for the maintenance, management and upkeep of the facilities following best practice standards. The government's contribution includes identifying and securing, at their own cost, the construction sites for the facilities, to be handed over to WFP for the duration of the construction works period. Upon completion of the construction works, WFP will transition, through a comprehensive handover process, the facilities, their operations, staffing, maintenance and running costs, to the respective provincial disaster management authorities. The government will include these costs in their budget to ensure reliable funding and ensure the project's sustainability. WFP's role also extends to project management, provision of technical and operational trainings, capacity building and supporting resource mobilization within Pakistan's donor community.

12. In January 2014, WFP completed the construction, and handover to PDMA Punjab, of the first of the facilities in Muzaffargarh, with 4,000 mt bagged storage facility, funded under SO 200181 at an estimated cost to WFP of some US\$ 3 million. Also funded under SO 200181, completion and handing over of the next two facilities is underway: the facility in Quetta (Balochistan) and Lahore (Northern Punjab) are in process with construction expected to be complete by September 2014; the site designs and the competitive tendering for the HRFs in Peshawar (Khyber-Pakhtunkhwa) and Hyderabad (Southern Sindh) are finalized, and the construction works for both are expected to begin in June 2014 with an approximate completion date towards the end of 2014. Following the successful completion of this first phase of its engagement, WFP will continue under the new SO to build a further three warehouses in Sukkur (Upper Sindh), Muzaffarabad (Azad-Jammu Kashmir) and Gilgit (Gilgit-Baltistan). (*Reference Map 1 & 3*)

HRF	SO	STATUS
Phase I		
Muzaffargarh	Funded fully under SO 200181	Completed and handed over to PDMA Punjab 01/2014.
Quetta		Completed, to be handed over to PDMA Balochistan 06/2014.
Lahore		Construction underway, completion & hand over expected 09/2014
Phase II		
Hyderabad	Tendering, survey and design phases funded under 200181. Construction, capacity building trainings and completion of the HRF funded under the new SO.	Site design complete. Construction expected to begin 6/2014
Peshawar	Tendering, survey and design phases funded under 200181. Construction, capacity building trainings and completion of the HRF funded under the new SO.	Site design complete. Construction expected to begin 6/2014
Phase III		
Muzzafarabad	SO 200707	Site selection complete (secured by GoP). Design phase to begin in the next few months.
Sukkur		
Gilgit		

13. This SO builds on the construction component of SO 200181 and has as its objective the plan, design, building and completion of five, including ongoing Hyderabad and Peshawar and three additionally identified facilities that will build upon and enhance WFP's initial contribution and demonstrate the organization's commitment to improving national disaster management and response in Pakistan which supports implementation of the government's NDMP.

14. Implementation of this SO will continue with the construction of the additional planned HRFs on land secured and paid for by the government, in keeping with the original criteria for location selection, as well as the further development of institutional and human capacity in logistics, procurement, food safety, quality control and warehouse management. The new SO will also absorb and see through the final stages of completing the first five HRFs, already funded under SO 200181.

Project Justification

15. Following the devastating monsoon floods in 2010, it became apparent that basic infrastructure for effective preparedness and coordinated humanitarian response was lacking alongside inadequate civilian emergency logistics capabilities at the local level, combined with obstacles in deploying humanitarian assistance to affected areas.
16. The HRF construction, and the accompanying project component parts, are designed to provide strategically located logistics hubs capable of storing, handling and consolidating humanitarian cargo for distribution in disaster affected areas. The permanent warehouse structures are proven, valuable tools for improving disaster response and emergency preparedness and facilitating humanitarian response, all of which are of particular need for and benefit to a disaster-prone country like Pakistan. The HRFs will: 1) improve availability of relief items and food; 2) eliminate long lead times needed for the mobilization of relief items in case of an emergency; 3) minimize the potential risk of supply disruptions; 4) reduce operational costs; and 5) improve the capacity of all humanitarian actors and the government to respond to emergencies in a timely and more cost-effective manner through pre-positioning of strategic stocks.
17. Significant opportunities also exist for the HRF to deliver long-term contributions to Pakistan's food security by ensuring an efficient emergency response that is consistent with GoP and NDMA/PDMAs priorities for improving logistics infrastructure. The network of HRFs supports the government's devolution framework by decentralizing relief support and response to the provinces.
18. Under SO 200181, WFP mobilized over US\$ 17 million with support from key donors including, Japan, Canada, Australia, the Netherlands, Denmark and the U.S., which covered the planned construction of the initial five HRFs, the pre-engineered steel structures and associated equipment for all eight HRFs. WFP has made significant progress, and construction of the first five facilities – Muzaffargarh and Quetta (Completed), Lahore (under construction), Peshawar and Hyderabad – funded under SO 200181, are slated for completion during 2014, each providing between 3,000 and 5,000 metric tons of storage capacity. This new Special Operation, with a projected start date of July 2014, will support the completion of the remaining facilities planned for Sukkur, Muzaffarabad and Gilgit. The government has completed site selection and procurement for the three additional sites and the initial technical surveys are ongoing; the design phase is expected to begin for Sukkur, Muzaffarabad and Gilgit in the next few months, and tendering and construction are contingent on the availability of funds for this new SO.
19. The continued involvement of WFP in the development of the HRFs under this proposed SO is in the strategic and operational interests of WFP Pakistan. This SO is aligned with Objectives 1, 2 and 3 of the new WFP Strategic Plan (2014-17).⁴ Participation in the project contributes to building critical technical and operational capacities in the country and supports, operating in parallel, the emergency and food security assistance and assets

⁴ SO 1 – Goals 1, 3; SO 2 – Goal 2; and SO 3 – Goals 2, 3

creation activities of the Pakistan PRRO 200250 (2013-15) and provides an emergency drawdown facility for WFP and other humanitarian actors.

Project Objective(s):

20. The objectives of this Special Operation (SO) are to enhance the timeliness, efficiency and predictability of the emergency response of the government and the humanitarian community in Pakistan, and further contribute to the government's National Disaster Management Plan by:
- Continuing to plan, design and construct provincial-level, medium-sized storage facilities in Sukkur, Muzaffarabad and Gilgit;
 - Installing associated warehouse equipment;
 - Developing the capacity of selected disaster management staff at national, provincial and district levels in warehouse management, commodity tracking, facilities management and other technical skills related to HRF operations;
 - Providing best practices to the Government of Pakistan in the areas of humanitarian logistics and supply chain management; and
 - Improve the efficiency, cost and appropriateness of interagency emergency response.

Project Implementation

21. This project will be designed in phases to allow flexibility in implementation in case of funding breaks and/or security or weather-related challenges. Design and construction will continue to meet international and national standards, including seismic and storm resistance. The construction of the HRFs and the technical supervision of the construction works will be outsourced to local service providers, those with demonstrated experience in delivering quality service, using WFP's competitive bidding process.
22. Implementation of this project will include designing, locally contracting, and building three provincial-level storage facilities in: Sukkur, Muzaffarabad and Gilgit. These sites were selected, as those under SO 200181, in close coordination with NDMA and PDMA, for their strategic proximity to areas with repeat exposure to natural disasters and for its logistics access. 23. Each HRF planned under this SO will include storage for relief items, temperature-controlled storage for sensitive and cold-chain items, perimeter fencing, office facilities, including an emergency radio-room, space for heavy vehicle staging, loading and offloading, back-up generators, warehouse equipment and full fire-fighting equipment. The facilities are carefully designed to take into account environment-specific considerations and hazards such as earthquakes, climatic events, extreme temperatures, and wind factors.
23. The ability to provide supplies quickly and cost effectively can be a considerable challenge in an emergency operation. Currently, there is no centrally administered system for NDMA to control their stocks and prepositioned relief items or from which an overview of nationwide stock availability is visible. In its capacity as the Global Logistics Cluster lead, WFP has developed a commodity tracking system to support common logistics services throughout its global operations. The system provides information on cargo movements and acts as a basic warehouse-management and control mechanism. Using WFP's global inventory system as a model, WFP and NDMA will work together to customize a similar system for the Pakistan context to be used to support the management of each HRF. This system will give NDMA/PDMA, and the humanitarian community in Pakistan, visibility and a platform for coordination to prepare stocks appropriately, reduce deployment time for critical materials, ensure that stocks held in one HRF complement those in another,

and enhance the ability of one province to respond to another - critical elements in activating a functioning and transparent preparedness and response network.

24. Standard operating and accountability procedures are key among the elements that will ensure the sustainability of this project. Using its expertise in systems tracking, warehouse management and more broadly humanitarian logistics, WFP will design and deliver customized capacity building trainings and on-the-job learning, based on WFP's Asia logistics support programme, to the government and humanitarian and cooperating partners. These capacity building components will build skills that have been identified by the government as strategic and necessary to its preparedness and response planning and for the successful management of the HRFs. These include, but are not limited to, logistics and warehouse management (i.e. temporary and permanent storage, stock inventory management, stock maintenance and stock replenishment) as well as facilities management. WFP will facilitate the purchase of appropriate equipment, which will be installed to effectively and efficiently support the operation and management of the facilities. In addition, as part of its plan for an effective handover, and in agreement with NDMA, WFP will embed key technical staff in each HRF for a pre-determined period of time (six months minimum), in order to ensure the passing on of best practices in humanitarian logistics.
25. Consistent with government priorities, WFP, under its current Pakistan PRRO will also continue to construct small district-level storage facilities in the fifty most disaster-prone districts to improve the disaster preparedness of vulnerable communities alongside the HRFs.

Project Management

26. The overall project oversight will remain with WFP Pakistan's Country Director; the Pakistan CO Finance Officer will be responsible for the allotment of funds. WFP project management lead will be the Head of Logistics who will be responsible for the implementation of the activities stated in the project and oversee a dedicated team of competent, experienced logistics and engineering staff based in Pakistan. WFP's Field Engineering Team from headquarters will provide technical backstopping services for the project.
27. Key responsibilities of the team will include management of the tendering process for design and construction, monitoring of construction activities, targets and milestones, risk management, funds management, and reporting.
28. The Chairman of NDMA, together with the project Steering Committee, consisting of members from WFP, NDMA's Operations Team, the Provincial Disaster Management Authorities and the Economic Affairs Division (EAD) will be responsible for overall coordination. The Chairman will coordinate the implementation of all project phases with key stakeholders including the PDMA's, JICA, UNDP, other UN agencies and WFP, and will ensure accountability and regular reporting of progress made on the SO-funded HRF activities.

Project Cost and Benefits

29. This Special Operation has a total budget of **US\$ 9,666,690** and is expected to provide critical emergency preparedness and response logistics infrastructure to support life-saving operations in Pakistan.

30. Direct benefits include an additional 10,000 – 15,000 metric tons of storage capacity strategically placed across the country for food and non-food items which will improve the capacity of the government and the humanitarian community to prepare for and respond to any emergency.
31. Increased institutional government knowledge of warehouse management and emergency preparedness methodology through continuous skills development, improved capabilities based on WFP best practices. The SO strengthens the emergency preparedness and response capability of the government at national, provincial and district levels.
32. This SO re-affirms WFP's commitment to technical capacity development in line with WFP's global Strategic Objectives (1, 2 and 3) and strengthens WFP's ability to address one of the main causes for food insecurity in Pakistan: vulnerability and lack of resilience to disasters. The projected lifespan of 25 years or more of the hard standing infrastructure is to be financed by this SO, along with good governance practices, effective operations together with timely maintenance will enable the WFP-supported HRFs to be a leading example of sustainable solutions to disaster management in Pakistan.

Risk Management

33. WFP has identified critical contextual, financial and programmatic risk factors, which could negatively impact the successful implementation and sustainability of this project. These risks will be taken into account during project design and mitigating measures will be included in both the planning and implementation stages of project activities. The risk matrix presented in Annex A will be monitored throughout the lifespan of the project to allow timely adjustments and further counter measures if and when necessary. Furthermore, construction sites have been carefully selected through consultations between NDMA, PDMA's and WFP, having assessed security, logistics and other disaster risks such as landslides and flooding. The building designs have also taken into account potential seismic factors as well as extreme weather events, which may impact some locations such as those in Muzaffarabad and Gilgit. The involvement and close coordination with NDMA and PDMA's will also ensure that any potential political risks or pressure that may arise are minimized.

Exit Strategy

34. Once completed, the HRFs, in keeping with their original purpose to build national and provincial capacity, will be transitioned from WFP to the relevant PDMA's at provincial level through a coordinated hand-over process. The PDMA's will then manage and maintain the facilities while also coordinating response through the use of storage facilities made available in the HRFs. To ensure an efficient and comprehensive handover which effectively ensures the longer-term sustainability of the facilities, WFP will provide a series of capacity building training sessions in emergency response, cluster coordination, facility management as well as warehouse and stock management, to the government staff managing the facilities. Post-handover, the HRFs will allow the government and the humanitarian community in Pakistan to pre-position emergency stocks, thereby strengthening the collective response for any emergency and ultimately increasing the level of resilience to disasters in the areas that they serve; the HRFs will also act as a staging area during an emergency response.

Monitoring & Evaluation

35. Appropriate M&E tools will be designed to ensure compliance with the technical specifications of the HRFs during all phases of design, tendering, award and construction as well as to track the timeliness in achieving milestones. Monitoring formats for the training and capacity building components will be developed and employed for follow-up during the project period.
36. Evaluation of the effectiveness of the HRFs will be made as and when there is a need to respond to any emergency. An evaluation of the Disaster Risk Management capacity will take place following an event.

Key performance indicators

37. The key performance indicators are:
 1. Completion of construction work within estimated timeframe against planned;
 2. Number of HRFs established and handed over against planned (%)
 3. Tonnage/volume stored in the HRF by the government and/or the humanitarian community;
 4. Number of technical assistance activities (e.g. trainings) provided by type;
 5. Number of people trained, disaggregated by sex and type of training;
 6. Numbers of maintenance works carried out at HRF by the government following the handover.
 7. Percentage of SOPs and work plan procedures put in place for regular maintenance and operation of HRF.

A results-based log frame is included as Annex B.

RECOMMENDATION:

38. This Special Operation 200707 covering the period from 1 July 2014 to 30 June 2016 at a total cost to WFP of US\$ 9,666,690 is recommended for approval by the Executive Director with the budget provided.

APPROVAL

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Ertharin Cousin
Executive Director, WFP

ANNEX A: Risk Matrix

Risk Assessment Matrix			Risk Owner	Threat / Opportunity	Likelihood	Consequence	Likelihood x consequence	Proposed Mitigation	Residual Likelihood	Residual Consequence
No.	Risk Title	Description of Risk								
1. Technical Risk										
1.1	Design	Issues with the design and specifications are uncovered post contract signing. Necessary changes causing delay and increased cost	Employer	Threat	Medium	Medium	High	Consultant's site team to further review designs in advance of work elements commencing to identify issues in advance and allow mitigation	Medium	Medium
1.2	Performance	Performance of the Contractor is below that expected based on tender submission and content of negotiations	Consultant	Threat	Medium	High	High	Engineer to closely monitor progress and ensure a high quality of work, issues to be raised without delay	Medium	High
1.3	Programme	Contractor falls behind programme during the project	Employer	Threat	Medium	Medium	High	Engineer to monitor the contractors programme against actual progress constantly during project. Contractor to address issue through increasing resources dedicated to the project. WFP site staff to be deployed for close monitoring in addition to Engineers role.	Medium	Medium
1.4	Safety	Health and Safety Issues due to the practices of the Contractor	Consultant	Threat	Medium	High	High	Engineer to ensure compliance of the Contractor with best practice and health and safety standards.	Medium	High
1.5	Security	Security issues affecting the site (robbery, kidnapping, damage to structures etc.)	Contractor	Threat	High	Medium	High	Contractor to implement security measures on site. Contractor to liaise with local authorities regarding security arrangements. All insurances to be in place prior to the start of construction to ensure any financial loses are catered for.	Medium	Medium
1.6	Quality Control	Quality control Tests are not conducted accurately and in accordance with necessary standards	Consultant	Threat	Medium	Medium	Medium	Consultant to ensure testing equipment and laboratories are calibrated and adequately certified. Ensure all tests conducted in accordance with the contract. Ensure adequate supervision at all times.	Low	Medium
1.7	Services	water is not found on site at the depth expected and is of a quantity and quality suitable for the project	Employer	Threat	Low	Medium	Medium	Ensure that water investigation is conducted at an early stage to allow maximum time to implement alternatives if required.	Low	Low

1.8	Materials	Unavailability of sufficient materials local to the project to affect the capability of the contractor to implement the project in accordance with the contract	Consultant	Threat	Low	Medium	Medium	Consultant should ensure that a procurement plan is agreed at the project onset and strictly followed during the course of construction. Ensure that the contractor ensures a suitable lead-in time when procuring materials. Confirm with the contractor the origin and availability of materials at an early stage and complete the source approval etc. well in advance.	Low	Medium
1.9	Equipment	Contractor has difficulty in sourcing suitable equipment	Consultant	Threat	Low	Medium	Medium	Discuss issue with contractor to ensure that he has sufficiently planned to address this issue	Medium	High
1.10	Contract	Occurrence of contractual disputes and /or claims to be settled	Consultant	Threat	Medium	Low	Medium	The consultant should ensure that any potential issues that can lead to disputes among parties are proactively taken care of in accordance with the contract. All the claims should be dealt in the light of contract.	Medium	Medium
2. Management Risk										
2.1	Reputation	Risk of loss of reputation of WFP with Project Donors due to failure to deliver the project on time and within budget	Employer	Threat	Medium	High	High	Work closely with Engineer and Contractor to deliver project in accordance with Contract. Keep donors informed of project progress	Medium	Medium
2.2	Reputation	Risk of loss of reputation of WFP with government agencies due to failure to complete project on time and to agreed scope	Employer	Threat	Medium	Medium	Medium	Work closely with Engineer and Contractor to deliver project in accordance with Contract.	Low	Medium
2.3	WFP Processes	Delays in processing contract variations are encountered due to requirement to adhere to WFP processes and procedures. Issues result in increases to the cost of the project and time delays	Employer	Threat	Medium	Medium	Medium	Ensure an agreed process in place with relevant WFP departments to ensure the prompt processing of contract variations	Medium	Medium
2.4	Security	WFP and contracted third party international staff are not able to maintain a continuous presence on site due to security concerns, having a consequent effect on supervision of construction operations.	Employer	Threat	Low	Medium	Medium	Where international staff presence is required, agree a method statement to allow intermittent visits to the site. Liaise with WFP security to ensure risks are minimized as much as is practical.	Low	Medium
2.5	Ownership of site	Issues arise with the government or local landowners regarding access to and control of the site (during construction stage)	Employer	Threat	Low	High	Medium	Ensure all paperwork in place regarding WFP control of site for construction stage. Work with local authorities to address any issues that arise during the project.	Low	Medium

2.6	Information	Site team does not relay information to the WFP construction manager in a manner that facilitates quick decision making and information provision,	Employer	Threat	Medium	Medium	Medium	Implement information sharing structure on the project allowing decisions to be made, when required, in a speedy manner. WFP construction manager to visit site to reinforce relationships	Low	Medium
3. Commercial Risk										
3.1	Financial	Contractor experiences financial issues during the project preventing it from executing the project successfully	Employer	Threat	Medium	High	High	Assess financial capacity of contractor prior to contract signing. Assist contractor with advance payments in accordance with contract. Ensure invoices are paid in accordance with contract terms. Ensure performance bonds and other guarantee documents are in place in accordance with the contract	Low	High
3.2	Financial	Funding deadlines expire prior to disbursement of project funds	Employer	Threat	Low	High	Medium	Continually review funding Deadlines. Engage with donors on a regular basis. Apply for extensions, where required, in a timely manner.	Low	High
4. External Risk										
4.1	Weather	Weather conditions prevent work from progressing in accordance with contractors programme. In particular some early monsoon spells may halt the construction activities	Contractor	Threat	Medium	Medium	Medium	Contractor to programme the work to ensure that climate sensitive elements of the project are executed prior to the season or late shift arrangements are made	Low	Medium
4.2	Political	Change in local government and/or PDMA affects agreements already in place with WFP regarding the project	Employer	Threat	Medium	High	High	Continuous engagement with NDMA and government regarding the project. If leadership of government departments changes, engage at an early stage. If situation affects the contract, utilize contract clauses to mitigate issue	Medium	Medium
4.3	Legislation	Legislation changes occur which affect the completion of the project	Employer	Threat	Low	High	Medium	Engage with local authorities immediately if issues occur. If problems persist and threaten execution of contract, use mechanisms in contract to minimize impact.	Low	Medium
4.4	Corruption	Corruption inhibits the successful execution of the project	All	Threat	Medium	Medium	Medium	All parties discuss issue internally to decide an acceptable way to move forward.	Medium	Medium

4.5	Regulatory	Issues with building permits, approval to construct, ability to transport materials preventing work from being executed on site	Employer	Threat	Medium	High	Medium	Ensure all approvals received prior to signature of construction contracts	Low	Medium
4.6	Local Population	Local population delay the project by not allowing material to be transported on roads to the site, protest against the agreed working hours and lobby local officials to stop work on site	All	Threat	High	High	High	Engage with local representatives and local government at an early stage regarding the issue. Agree the times for work on site and for transportation to materials to the site. Engage local population on the project as local labour where possible. Try to receive written commitments before works start on site.	Medium	High
4.7	Religion	the occurrence of Ramadan during the project affects progress of the works	Contractor	Threat	Medium	Medium	Medium	Contractor to confirm that the effects of Ramadan have been built into its programme. Contractor to programme such that lower intensity jobs will be undertaken during this time. Site working hours to be adjusted to minimize the effect of this period	Low	Medium

Implement Mitigation Measures and Monitor Risks from time to time

Implement mitigation measures and continuously track the risk to ensure they do not impact on the project

ANNEX B: Logical framework

Results	Performance Indicators	Assumptions
Outcome 1.1: Enhanced government (national and provincial) preparedness for natural disasters and increasing the speed, and cost efficiency of response.	Proportion of HRFs completed on time against planned.	<ul style="list-style-type: none"> • Timely funding of all required activities. • Timely completion of design, tendering award and construction. • Availability of potential contractors having technical capacity. • External environment, including security situation, weather, and political uncertainty does not affect implementation. • Market conditions, including inflation, allow completion of all activities in given timeframe. • Government's commitment to maintain HRFs on sustainable basis after hand over.
Output 1.1: HRFs established and warehousing or stockpiling system strengthened for storing food, medicine, relief supplies and rescue equipment at strategic locations.	<ul style="list-style-type: none"> ➤ Acquisition of lands by the government for HRFs against planned. ➤ Completion of construction work within estimated timeframe against planned (%.) ➤ Number of HRFs established against planned. ➤ Tonnage/volume stored in the HRFs by the government and/or the humanitarian community. 	
Outcome 1.2: Increased knowledge on warehouse management and emergency preparedness methodology for humanitarian community's response.	Proportion of targeted government and relevant departments where there is evidence of improved capacity for warehouse management and emergency response.	
Output 1.2: Technical support provided to enhance the humanitarian community response in warehouse management, community tracking facilities management and other technical skills related to HRF operations.	<ul style="list-style-type: none"> ➤ Number of technical assistance activities (e.g. trainings on warehouse management) provided by type. ➤ Number of people trained disaggregated by sex and type of training. 	
Outcome 1.3: HRFs run sustainably based on best practices in humanitarian logistics and systems management.	Proportion of project activities implemented with engagement of the government and relevant partners.	
Output 1.3: HRFs handed over to the relevant government departments are maintained and run on sustainable basis.	<ul style="list-style-type: none"> ➤ Number of HRFs handed over to the government against planned ➤ Number of maintenance works carried out at HRFs by the government following the handover. ➤ Percentage of SOPs and work plan procedures in place for regular maintenance and operation of HRFs. 	

Proposed locations for Strategic Humanitarian Response Depots

Depot Sites

Status

- Completed
- Under Construction
- Planned

Administrative Limits

- International Boundary
- Province Boundary
- District Boundary
- Undefined Boundary

Disaster-Prone Districts

(In accordance with NDMA's 2005 Report)

Disaster Type

- Riverine Floods
- Flash Floods
- Earthquake
- Flash floods & Earthquake
- Riverine Floods & Flash floods
- Affected in 2010 floods

Scale

0 50 100 200 300 400 Kilometers

Map Information

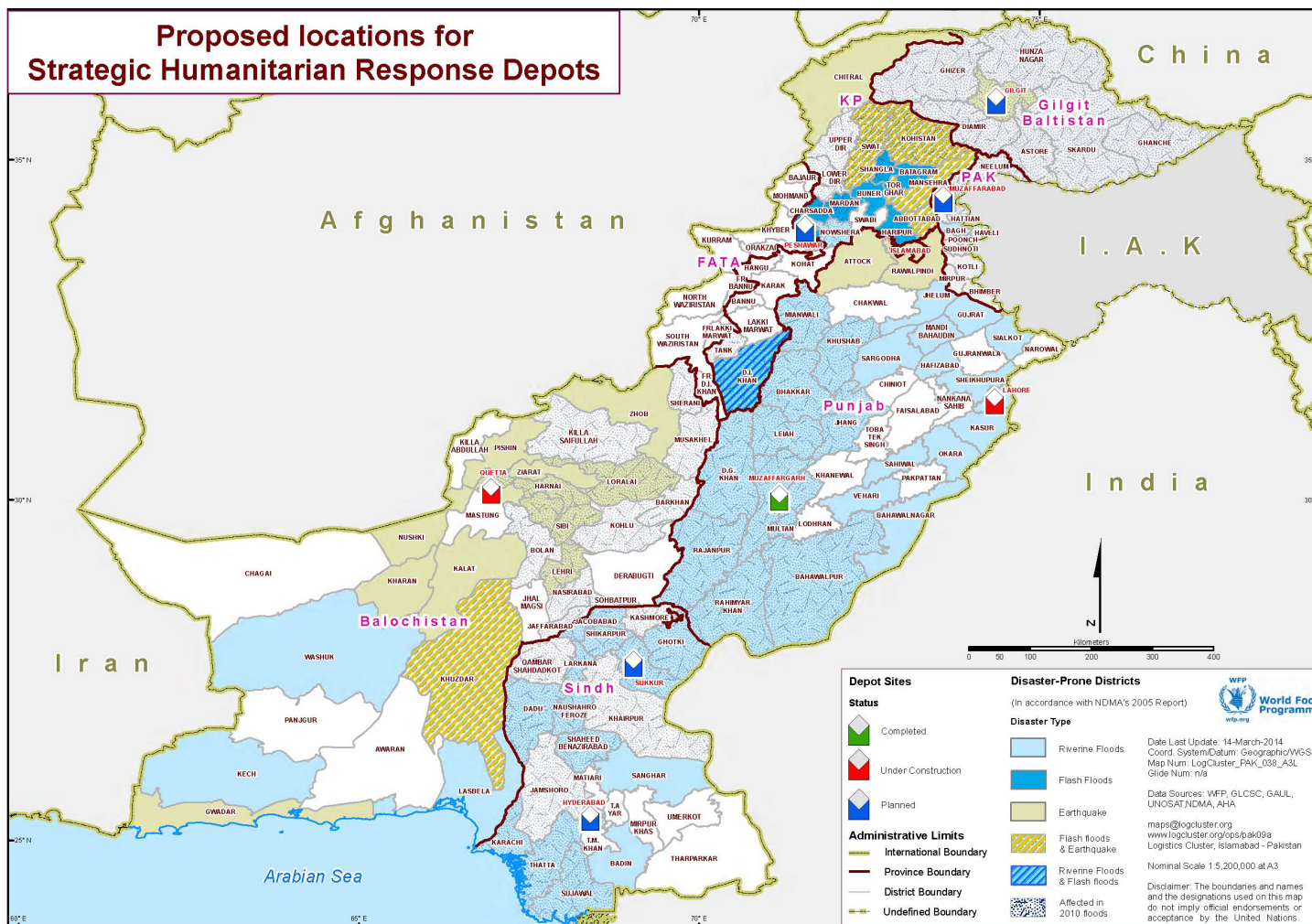
Date Last Update: 14-March-2014
 Coord. System/Datum: GeographicWGS
 Map Num: LogCluster_PAK_038_A3L
 Grid Num: n/a

Data Sources: WFP, GLCSC, GAUL, UNOSAT/NDMA, AHA

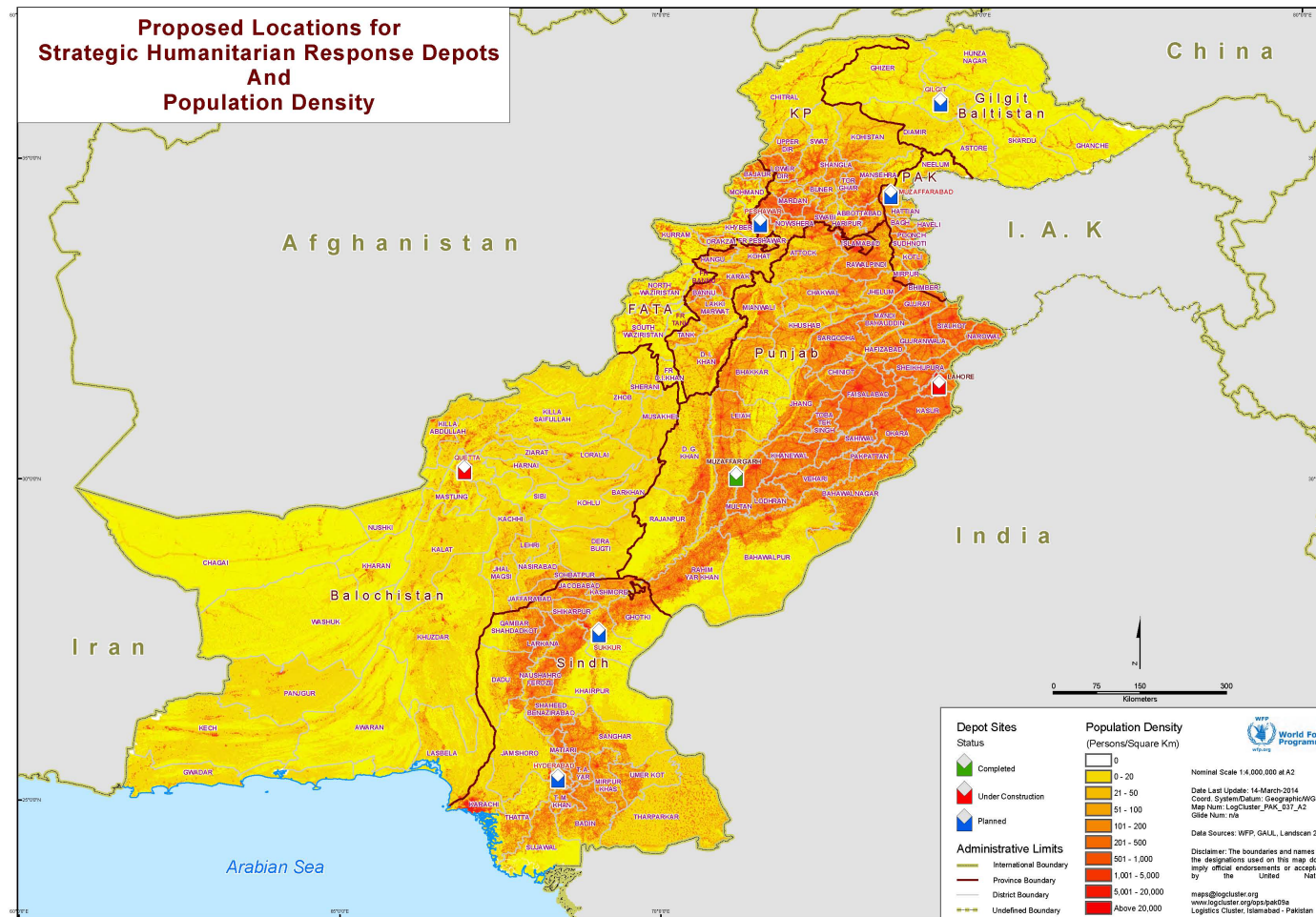
maps@logcluster.org
 www.logcluster.org/pak09a
 Logistics Cluster, Islamabad - Pakistan

Nominal Scale 1:5,200,000 at A3

Disclaimer: The boundaries and names and the designations used on this map do not imply official endorsements or acceptance by the United Nations



Map 2: Proposed Locations for Humanitarian Response Facilities & Population Density



Map 3: Proposed Locations for Humanitarian Response Facilities & Potential Area Coverage per Facility

